

@Q\YUQT TU\Qf_\e^dQT

`_b

?_ ^QdKQ^: Tg QdTc

6SubSQTU @Q\RUuQT TU\Qf_ |e^dT

Hxb_3	@Q\RUuQT TU\Qf_ e^dT
I F@	Xdl 3(ggg'SSU'_b\SSU\UTg QbTc(g\i'Xd \
6ed_b#t\$: Tg QbTc%?_ ^QdKQ^ #0), &0. 1\$
: Tvd lb	<td^T F Q` Ytc%A >8 XbtdQ^ 8\Qcc`Sc : dXUuQ @RtQi
; uSXQTUSuQSY ^3) 2() 0(+))
@ c ceZU_c 88: @	H_TQc48\sc`S_4HU_\ WQ4
@ @Q UQ^_3	7?* - / *
@ c ceZU_c @3	pdSQ

```

G_RUUCU\RB_
DQWVQTU dde_
DQdU>: ^T_ ^TUcUUh\SQ^i QWj wTYfUbc_c d d j Y_c i \Qc S_cQc aeU` UadU^USU^QIQ
ceZISW^TU 9YSebc_ cWeyUduc'
GUSSW^>: ^SeQd_ QIQ ^QabQIJ QTU\Qf_ le^QT'
GUSSW^>: ^SeQd_ QIQ TUdij YQSW^TU\Qf_ le^QT'
GUSSW^>: ^WQSW^S_ ^UcWYWSQT_ TU\c d d j Y_c %Q^USUcYQT%QYj` _cRYQT%
YSQ QSYQT%Wd% TU8_ ^rWU^SQ'
GUSSW^>: 9U\Q9YdSW^TU\Q^USUcYQT ^QabQ i \Q] _bQ% \QYSQ QSYQT'
GUSSW^J': ^SeQd_ QIQ ^SW^TU\Q\RUdQT i TU\Q6WU^SQ A_bQ'
DQdU>: ^T_ ^TUcUS_ ^YUbcYXQ _` eUTUclbSeQaeYUbd_ TU\RUdQT TU\Qf_ le^QT%
S_] _QaeU\QU^QaeU\c Qd YQ^_c 8_ aeU\QUCU^SQ TU\Q\RUdQT TUdT_c\c QWUduc
] _bQuc4i cYdQ S_cQ ^eSQ^eU_` eUTUS_ ^SUR^eU'
GUSSW^>A_cdt_ U_A Q^WUcd >S_ ^cd^SQ TU\Q ^SW^ Qd YQ^ TU\Q\RUdQT TU\Qf_ le^QT%aeU
S_ ^cdU^U Qed dTUdij YWTU U^UWQTU\Qf_ le^QT'
GUSSW^>J QbQc J Q^Ubc TUUFQT^Ge` eUcd_c\ Q^dUy_bldj _^Qj YUd_ 8_ ^YUbcQT_ '
GUSSW^>GYSeQaeYUbfU^d DUCU QdT_% J _Yd ^U^` QabSeQ% eUTU\UWbQ` QcQb
cY^SQecQTU ce UH^d^SQ'
GUSSW^> @df_ \SW^cY` eUTU ceWb^cY^SQecQ% UTQndU\Q Qd^YQT TU\Q ^QabQIJ Q TU
QJ Q'
GUSSW^J': \] _cdQ%aeUcYQc S_cQc cU QWj QU^: fQcY^c: cd_c TURU^clbce` _^UaeU Uc
fUdQT%U\c c_ ^TUdT_Yj` UadU^Ud% Ses^T_ ^` eUTU^Q eTQbQIQSQecQTU\Q\RUdQT
6ld YQ^Q^i Swj _%eY^T_ UcdU U UcdQT_ TU SQc_%Wsbj_bk Qd YQ^Qc Ucd ^_RYQT_c QXQRQb
TU Vldj QYS_XUWU'
GUSSW^J>: ^SeQd_ QIQ TUdij YQSW^TU\Qf_ le^QT U^Qc S_cQc aeU Ucd ^S_]` \Wd] U^dU
YTYUWU^U^Qf^cdTU\Qj U^dU'
GUSSW^J>: ^SeQd_ QIQ ^SW^TU\Q\RUdQT TU\Qf_ le^QT%aeU S_ ^cdU^U^Q
YTYUWU^SQ'
GUSSW^J>: ^SeQd_ QIQ\RUdQT TU\Qf_ le^QT ce` _^U%_ ] _` eUcd_c QdT_ "
BUSUcYQT'
GUSSW^>: 9U\Q8_ ^UW^TU\c Qd_c TU\Qf_ le^QT S_ ^\c T^dQT_c TU U^dU^TYj YUd_

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Y

f

@\YRUQT TU\Qf_e^QT

?_QdQ^: Tg Q5Tc

@\YRUQT TU\Qf_e^QT

?_QdQ^: Tg Q5Tc

D6FH >

: ^\Qc aeUcUUh` \SQi cU: GH67@ 8>9C HhFA-BCGM8CG6G9>: F: BH G
DUdU^USU^dUQ\QA6H F>6 TU TYSele_ DCGH F>EF

GUSSy^>

: ^SeQ^d Q\Q^QdKQ\Q TU\Qf_je^dQT

EeU`_cYRU] U^dU`eUTUcUb`U^cQT_%aeU^_UhYdUe^QWQ^~USUcYQT TU^bQ`e^d TUTUW^b_ TUCSbR^b\Qf_je^dQT4UcdQ
`QQRbQ Ucd: U^WU^UdQ%QcuU^dY^TYS_] _SeQaeYUb_dQ`QQRbQaeU`_TU] _cedYQb`QdQUh` \SQb_% QcudYfUj cUbaQ^%
dU^QW^Wc_Vc% UcdK^S_c i dUW_Wc`_t] _S_c%UfQT_ UQce^d U^U_`fY^`_`b\Qc S_cQc aeUXQ^T^SX_ TU t\ DUb_ i QaeU Uc
Qcu^SdU_aeU`eUTUcUbTU QW^e^QedY^T% dU^TUs Qe^Q] Q_bSQbQT U^U^cW^eY^dU TYSele_%TUS^bQW^e^Qc S_cQc QSU^SQ
TU U\Q

M`_b\ dQ^d_RcUf_%aeU\Qf_je^dQT #Y^Y^V^k^d^_ TU bU^Y^Q^S^W^] UcdK^S_\$Uc%QaeU`_bU SeQ\Q] U^dU U^WU SeQaeYUbS_cQ
@QVSe^dQT TU\Qf_je^dQT%Uc aeU U^`_TUb% U^`b^SY^Y_ TU\Q] U^dU%_b\QaeU Uc SQ`Q] TU U^WU^b^e^Qsd TU\Qf_je^dQT Uc _
] Yc] _aeUe^Qsd TU U^USSW^_ TU U^USSW^ GYQW^e^`_Y^cQaeU Uc e^QTUW^Y^S^W^] sc`U^U^SdQTU\Qf_je^dQT%aeU TUS^b^aeU Uc
QaeU`_bU SeQ U Q] QQTaeYUb%_bU USSW^_cU ^UWQ^%Ucd i S_`Y^d S_`^U\Q4Qe^aeU SdU_aeU RQcdQS_`^TUS^b^Uc QaeU`_bU
SeQ U Q] QU^WU`_baeU U^SQTQ Qsd TU f_je^dQT U^Q^c_`led`%Q] U^dU U^WU e^QS_cQU^`eVQbTU_dQ4cU U^WU QW_ U^`eVQbTU
_ S_`^dQY_ U^`eVQbTU\QVQdQ`_QYU^H^dU^SQ TU UcQS_cQ 6cuaeU U^SQTQ Qsd TU bUSXQ`_%Q] U^dU U^WU QVQdQTU`_`^UWQT_4
U^`_c^d^_ i U^`UWQ^`_cU UcdQ^U^S^U^Q^dUc TU\Q] U^dU`_bce U^USSW^% cU U^WU U^`UWQ^`_4i \Q] U^dU TU U^U^SdQbce U^USSW^
U^`UcU SQc_ Uc`_b`YQ] U^dU U Qsd TU\Qf_je^dQT3\Qf_je^dQT TU TUdUj YQbU^dU`_c T_c%Uc e^QTUdUj YQSW^f_je^dQT4`Ub
Uc_ Uc`_] Yc] _aeU XQSube^Q U^USSW^`9U] Q^UcQaeU`_bSeQaeYUb^_] RbUc aeU \Q] Q] _c U Qsd TU\Qf_je^dQT%Q U^USSW^%
bUSXQ Q^T`_Q`_b RQSW^%T^Uc`_b RQSW^%U V^cd`%Q U^UcY^%Q^RQ Q^bUSXQ Q^Q^QTUdUj YQSW^%T^U^USSW^% Q^T`_% b X^YU^T`_%
Y^SYQ^T`_% cU bUQSY`_%] ` \QST`_ TYV^cdQT_ S_`^4d T_`eUTU bU^T^S^U Q Ucd TU\Q U^USSW^` DQbU Q] Q` QdQ QsdQb
f_je^dQT] U^dU^Uc SQTQfUj] sc`QdQ QsdQbTU V^b] Q U^U^SdQ @S U`#\$T^S^b @f_je^dQT ^_ cY^W^W^Q_dQ S_cQcY`_e^`_TUb_
SQ QSTQT` QdQ` bU^U^b`_ U^U^b; M^b^`Q` s^W^Q^Q^dU^b^%aeU T^S^b @` QQRbQ` bU^U^T`_` Q^U^S] UZ^b` QdQ Uh` bUcQbU Qsd TU\Q
f_je^dQT4`Ub_ Q^QTU`%aeU ^_`_ XQSU S_`^` bUS^W^4` QdQ^Qe^aeU e^X_] RbU` bU^U^b^Qf_`QbQ SQ] YQb^e^Y U] RQbW`%aeY^`
`eUTU TUS^b^aeU QW^e^QfUj _ aeYU^ DUb_ U^U^Z] ` _ aeU] U^SY`Q^%`_` bEURQaeU ^_ XQ` ^Y^W^e^Q_dQ S_cQU^`U aeU bU^b^e^Y_
aeU cY`_`U] U^dU` bU^U^b^3` QdQ U\` cUTURU S_`^cYU^QbSes\ Uc \QY] U^TQd_RZd TU\Qf_je^dQT`_`^ bUc`U^Sd Q`_c`Qc` TU e^`
X_] RbU%_ SeQaeYUb_dQ QSW^`U^dU^b^baeU ^_ Ucd cYU^T` bU^dQT_ TU e^`eVQbQ`_d 4U^`Q dU^dQ_ U^`U Q^U^Ucd c_c`^`_c`_RZd c
] sc bU] _dQ TU` bU^U^b^SQ4`Ub` dUc_ e^`Uc^U^Uj`_d^Y] U^TQd TU cu] Yc] _`_ @ cY^W^e^Y^dU U^U^W^`_%` bU^U^b^%e^Q^T`_e^X_] RbU
aeYU^ SQ] YQb^`_ Uc ce cU b^dQ^Q^TQ^T`_ Qe^`eVQbT`_`TU^RQ QcU^%Ub_ e^`Uc^U^Uj`_ i U] _fY] Y^d TU\Qc`_YU^Qc i _c`_YUc i 8%
S_] _ U^`U^TU\Q] Yc] Q Mce T^`_eUcd c dQ QdU^QSW^`U^ce SeU^_ U^`U] _] U^d`_ bUcU^dU^Uc`_dQ S_cQaeU ce U^USSW^`_
` bU^U^T`_ dQ QdU^QSW^`U^ce SeU^_ U^e^`_] _] U^d`_ dQ`_ ce V^cd] UZ^baeU \Q` QSW^`SQ TU U\Q M9Y^c Qcu` XQXUSX_ i

UcdR\USW\Q`QdbQ\j QXe] Q^Q%W\Q] Q Ucd: e^YQ Qe^SeUb_ U^UcdQT_ QTUSeQT_ aeU U\Q] Q`BUbibi \QUUSSW^TUe^Uc^Uej_ d^
Y] UTHQd_ QdUSW^TU SeUb_ %Qd QdUSW^Ycd^: ^UQcW^U B_XQ ^QTQ] sc U^VQ QSSY^Uc TU] Y] U^dU^aeU i _c_ i S_ ^cS^U^TU
] Y^dQc SQ] Y_ %Y_ cW_] Y^ BUbibi \QUUSSW^QdQ^tc TU] _] U^d c ceS^U^c aeU ^_ TURU XQRubdQ\c QdUSY^ Uc TU] Y^ cU^cQSY^ Uc
Uhdub^c i] _fY] Y^d c4Z^d_ S_ ^e^Q U^h^ UScd^f Q XQR^eQ_ S_ ^Settu^d aeU f Q QcubQc4XQRU^T_ ZQ] sc U^S_ ^dQT_c` _b\Q U^h^ Ubu^SQ^aeU U^
e^Qd^ \ BUbU^SQ Y] UTHQd] U^dU^Qc cU^cQSY^ Uc i] _fY] Y^d c XQSU^BUQY^QT^TU V\j Q^cd^: ^UQ% celWU^S_ ^cd^dU] U^dU DUb_ ^_ Uc
QcuU^U SQc_ TUf_ \Qb4Qe^aeU e^X_] RbU^ eUTU TUSbQ T^cd^SQ^ QdQUUWb_ ^ BUbUf_ \Qb4c^U] RQbW%^_ cU^ BUbUQ%_ U TUCU_ %W^
SYSe^cd^SQc U^fYcd^SeQaeYUbuUc^Uej_ Y] UTHQd TU \c] YU] Rb c TU ce SeUb_ S_ ^U V^TU U\Q4_ ^aeU ^_ dU^U ^YV^Q U^h^ UScd^f Q TU aeU
t\TURU_RdU^ubU V^TUCUQT_ ^_ bSeQaeYUbuUc^Uej_ i aeU ^_ ^BUbU^%_ YSY^QSW^Q^SeQaeYUbuUc^Uej_ V^cS_ RQZ_ UcdSYSe^cd^SQ
Q BUbU^T^T_ ^TU aeU cUQd^dQ] U^dU^fQ^_ ^6cuaeU cY^cd^V^Y_ ^c SeY^QT_cQ] U^dU \c _RZd^c` b` Y^c TU \c fQY^c QScd^c TU/Qf_je^dT%^_ fQ
Q Q QdUSub_ ^_ bUcd^%_ S_cQc cU] UZ^dUc SQc_c^aeU ^_ XQ] ^YV^Q T^YUW^SQ U^dU^Qf_je^dT i \Q^ BUbU^SQ4_ aeU \QUUSSW^TU e^X_] RbU
] UZ^bV^cd^%_ UcdQbcQd^VUX_c S_ ^e^Q S_cQ%^_ c_ ^\] Y_] S_ ^ce T^c^ eUcd^c UcQS_cQ D_b\ dQ^d e^QScd^ TU/Qf_je^dT cU U^h^ bUcQ
S_] x^] U^dU ^_ bce e^X_] RbU QW^QTQRU Q XQSubTU UcdU] _T_ _TU UcdU] _T_4i e^X_] RbU XQSY^T_ \ aeU aeYUbu^% XQSub_ aeU U^ \Q SQ U^
U \U^V^Q U S_] x^c_ ^\Q] Y_] QS_cQ` _b^aeU ^_ dU^U ^YV^Q U^h^ UScd^f Q TU aeU t\TURU_RdU^ubU V^TUCUQT_ ^_ bSeQaeYUbuUc^Uej_ i aeU ^_
^BUbU^%_ YSY^QSW^Q^SeQaeYUbuUc^Uej_ V^cS_ RQZ_ UcdSYSe^cd^SQc Q BUbU^T^T_ ^TU aeU cUQd^dQ] U^dU^fQ^_ ^6cuaeU cY^cd^V^Y_ ^c
SeY^QT_cQ] U^dU \c _RZd^c` b` Y^c TU \c fQY^c QScd^c TU/Qf_je^dT%^_ fQ Q QdUSub_ ^_ bUcd^%_ S_cQc cU] UZ^dUc SQc_c^aeU ^_ XQ] ^YV^Q
T^YUW^SQ U^dU^Qf_je^dT i \Q^ BUbU^SQ4_ aeU \QUUSSW^TU e^X_] RbU] UZ^bV^cd^%_ UcdQbcQd^VUX_c S_ ^e^Q S_cQ%^_ c_ ^\] Y_] S_ ^
ce T^c^ eUcd^c UcQS_cQ D_b\ dQ^d e^QScd^ TU/Qf_je^dT cU U^h^ bUcQ S_] x^] U^dU ^_ bce e^X_] RbU QW^QTQRU Q XQSubTU UcdU] _T_ _TU UcdU] _T_4i e^X_] RbU XQ

@S[U \$#^T^S U3 @df_je^dT Uc` UbuSdQ] U^dU T^cd^V^U TU TUCU_4aeU Q\Q] Y_] QQSSW^` eUTU dU^ubU^TU^SQ] ei Q S_ ^dQY_ TU _
aeU ^eUcdQf_je^dT ^c` _^Uc_RbU I ^X_] RbU^T^S U t^%Q aeU ^_ ^_ eUT_ ^UWQ% U` eUTU^_ R^WQbQedY Qb\Qc dU^TU^SQc Q_d_%
aeU^Q\] Y_] _dU] ^_ aeU Ucd i XQR^Q^T_% _^ _\ TUCUQ^eUTU ^BUf QUSubc_RbU t^: ^UcdU SQc_%Uc UfY^TU^dU^Qf_je^dT i U TUCU_
fQ^U^S_ ^dQ Ge` _^W_ aeU ^_ ^aeU f_je^dT i U TUCU_ c_ ^_ QQR^Qc TU U^h^QScdQ] U^dU^Q] Y_] Qc^Y^W^SQSW^3 K \^ QdUSub^e^Q
^QQR^Qc TU ^Y^W^SQSW^` sc WU^ubQ^aeU cU UhdU^TU Q\Qc S_cQc` bUcU^dUc i QeU^dUc` : \TUCU_ bUc` UcdQW_ QeU^dU DeUTU aeU
^BUbUQ] Yc^eQSW^QScd^Q i \Q` _cd^bQ^e^` _^WQ] _c aeU ^_ Uj Q^USubcU^dT_% dU^ub\c _Zc QRYUd^c%_ b\ aeU` eUTU aeUbuU_`
DUb_d TQ^U^` _eUT_ ^_ U^cQbaeUc_ ^d^S_] ^UcdQ] U^dU T^cd^d^%aeU QV^e^Q f Uj cU` eUTU TUSbS_ bU^ScdQ] U^dU^bU^S_ ^dQ I ^
X_] RbU ^e^SQW^ ^YV^k^SQc_%UcdQ] U^d c SeQaeYUbuS_cQS_ ^dQbQ Qcec TUCU_c% TUCU_c TU SeQaeYUbuS_cQU^S_ ^dQ TU ce
f_je^dT : \UZ] ^_ \ Q^dUc i U^SY^QT_%aeU U\G @S[U` b TeS U^XQ] ^b^URQc TU aeU t\ \ XQSU DeUTU aeU^U^QV^e^Q S_ ^Y^UcQSW^
e_dQf_je^dT` Qd^ b` ^e^SQbT^cSeb_c aeU dU^U^e^Q dU^TU^SQ Q` U^ceQ^bQ_dQ i d TQ^U^` eUTU TUCUQbaeU ^_ \` eUTU^
^U^ceQ^bQ` U_b c^U] RQbW%^e f_je^dT i U TUCU_ ^_ fQ Q^U^S_ ^dQ TU d T_3_ aeU aeYUbu^U] Y_] _aeU t\ TUCUQ4i ^_ aeU bube^Q
S_cQ% U TUCU_ ^_ bU S_ ^dQY_%U^ ^YV^k^` QdSe^Qb: ^UcdU SQc_%_ cU_RcUf QS_ ^SeY^QT_%_ aeU Uc \ aeU bT_%_ \ aeU Uc \Q
S_cQ TUCUQTQb^Y_ ^eUcd^UbuQU^S_ ^dQ^%aeU f_je^dT i U TUCU_ ^_ SX SQ^U^ \] sc] uY] _^ @ aeU bT_ U^QV^e^Q
S_ ^Y^UcQSW^%Uc` b` ^e^SQb^dUc` QQR^Qc4i ^TU TU ^eUW^%Q] Y_] QS_ ^Y^UcQSW^` _b_ aeU Y^V^e i U U^t^%aeU t\ ^_ TUCUQ\Q
S_ ^dQbQ4Q V^TU SeU^Qc% \U^WU Q` b` ^e^SQb^dUc` QQR^Qc% ^_ TUCU_ TU ^_ ^_ b` ^e^SQb^Qc` M QcuS_] _Q_ aeU U\G @S[U XQR^Q
TU V^Q V\j QTUCUQTQ^Q cQRub E eU^Qc` QQR^Qc^Qe^aeU dU^TU^Q` U^ceQ^bQ%_ TURU cUbuUW^SQ` QdQU_ %e f_je^dT ^_ Uc S_ ^dQY_
QUcd^4aeU ^_ aeYUbu aeU TURUbuQ^cUbuUW^SQ %Y_ aeU aeYUbu aeU ^_ TURU^S_] _t\TUCUQ 8_ ^U V^TU TU] _cdQbaeU^Qf_je^dT i
U TUCU_ ^_ eUTU^bU^S_ ^dQ^TU RU TU] _cdQbaeU aeU cUQ^e^%Q S_ ^dQY_ TU \Q_dQ U^V^Q] Y_] QS_cQ% S_ ^bUc` USd_ Q_] Y_]
_RZd^ TU/Qf_je^dT _U TUCU_3_ U_b QaeU_c _RZd^c c_ ^T_c4i U^SQTQe^Q^Q] QTQ`_bcu] Y_] _c%Qf_je^dT i U TUCU_ Ucd^TU
QSeUd^` M ^_ Uc TU UhdQ^QbaeU ^_ TURU^` _Uc TU TU QSeUd^` U^S_cQc T^YUW^dUc^Qe^aeU S_ ^_ SQT^cd^V^Y_ U^ce ^QdbQ\j Q
@df_je^dT` eUTU ^_ UcdQb TU QSeUd^` S_ ^\Qf_je^dT%^Y TUCU_ TU QSeUd^` S_ ^U TUCU_ %W^ T^YUW^dUc S_cQc` 6\ W^Q aeU U^UcdQ
] Y_] Q^cd^SQ aeU U\G b

@S[U] U^SY_~Q%e~Q`Udc_~Q`eUTU^U^SYUbdQS_~cYUbdQSW%TUcU_ TUedY Qb\Qc dU^TU^SQc% Q.] Yc] _ dU] ` _`eUTUTUcUQbaeU
^`eUTU^`bUf QUSUb4`Ub_cYU] RQbV_%QTYUf QQTUSY%aeU U TUcU_ fQU^S_~dQTU TUcU_4_ aeU Ucd_ TU] eUcdQaeU U TUcU_
Uc`UBUSdQ] U^dUe^QS_cQT^cd^dQTU9UcYU&Y] YQduc`_ThQ^cUb_RcUf QQTU\Q_dQY^cd^SQ@S[U`b TeSU^TUe^X_] RbU TU
TUcUQbclUbQY^QT_ TUA T_\ bYUd GYU] RQbV_%_ TUdU^UcU`_b] sc dU] ` _ U^Ucd_%YU TUcU_ i \Qf_je~dT% cYdU^U^SQi
J_ \Yd^cUQ^`bUSdQ] U^dU\Qc] Yc] Qc S_cQc%~YQ] _c U^aeU\`_Ud Yd_`_bd T_c%aeU U^SQTQ Qsd_ TUf_je~dT XQ e^Qsd_ TU
UUSW^4aeU U^SQTQf_ \SW^U^HedUe^Q`bU^U^SQ% e^QY^SY^QSW`bU T_] YQ^dU TU\Q] Q%~^_ aeU U^UcU^Y^cd^dU^aeU Ucd
YUcQTUe^UcdQT_ TU`UBUSdQY^TU^U^SQ%~^Uc`USd_ Q_ RZd_ T^USd_ TU\Qf_je~dT 9U] _T_ aeU U^SQTQ Qsd_% cQY^QTU\Q
f_je~dT4XQ e^QSUbd`bU`_TUdQ^TU\Q] U^dU^TUe^Q] Q^UdQ^ ^_ TU_dQ4i U\Q] QXQ^Q] sc RYU^dU^Ub_XQSube^QS_cQ%
aeU_d_% TU^_dU^Ub_XQSubUcQS_cQ4i aeU T_`TU^_XQ QRC_je dQ] U^dU^Y^e^Q`bU^U^bi UUSW^%Y_ e^Q`UBUSdQ^U
UaeYRUd_ S_~dne_%_ XQ f_je~dT

GUSSU^>

: ^SeQ^d_ Q\QTUdUj YQSW^TU\Qf_je~dT

AUTQ^dU\QTUdUj YQSW^TU\Qf_je~dT%YQVQcU`eUTUedY QbS_^SeQaeU^UcY^W^SQT_%dU^VQ`_b_RZd_%SQecQ^T_ aeU U\Qsd_ TU\Q
f_je~dT_ UUSW^TURU clUbQc% ^_ TU_dQ] Q^UdQ4i \Qf_je~dT cUT^SUaeU cUTUdUj YU^SeQ^T_%d_] _S_~cUSeU^SQTU Q^e^Q
QSW^% Y^eU^SQ%e UUSW^cUT^U^U Q% cU^VQ^c_RbUe^_RZd`_QdSe(Qb 8_) _SeQ^T_XQ^Q] _c TU\Q TUdUj YQSW^TU
]_fY] Y^d_%_c bU^Uj _c SQecQ^T_U] _fY] Y^d_ TU SeUb_ QclUbU^e^QT^UUSW^dQ%U^eVQbTU_d_'

@TUdUj YQSW^TU\Qf_je~dT%e`_~Ue^UUSd_%aeUTURU dU^Ube^QSQecQ GYU clUb TUdUj YQT_%U^HedUe^TUdUj YQ^dU
: cd_ cUTURUce`_~UbaeUcU`bU^TU Y^Sec`_b_c aeU cUT^SU^~@f_je~dT TUdUj YQ^Qcu] Yc] Q GYUc QcU^Qf_je~dT Uc
dQ^d_9UdUj YQT_bi TUdUj YQT_4Uc e^QSQecQaeU QsdQ] `b TeSU UUSd_c c_RbUcu] Yc] Q% \c U_RZd_ TUce`b`YQ
Y^eU^SQi QSW^ oEet TUdUj YQ\Qf_je~dT; S_^Uc`USd_ QUcQWQ^`bU^e^dQ^UdQ] ei dUT_c UY^USUcQY_%U^Q
QsdQY^QT% QdU^Q] YQbd TQc \Qc TYUcQc`_Y^_Uc^aeU XQ^cY`_b`eUcdQ U^bUQSW^S_^Ucd Qce^d4YdQ] `S_ Uc
^USUcQY_ aeU cUQ^U^dQbU^e^QT^Y^SecY^`QdSe(Qb TU d T_c \c`e^d c TURQY^c U^ \c S_~Vsd_ c TU UcQ_dQ`bU^e^d3 cYQ
f_je~dT cY^eUcY] `bU^U^x\Q] _T^dQ] U^TU\QS_] `bU^cY^5; : c ceV^SU^d`QdQ] Y^b`wcYd_ TUSY^Uc aeU] _d^_%aeU^Q^i
S_] _Ucd Q\Qf_YdQTU\Q] U^dU^Uc U.] sc YU^U^% aeU TUdUj YQ\Qf_je~dT GYU] RQbV_%eUTU clUb^USUcQY_ aeU i_e^
`_S_ TUUh` \SQb_ aeUaeU^U TU^b

D_b] _d^_] U^U^U^b Q\Qd dY^QT TU\ aeU cU] eUfU^U^SYQ% Y^YQ Q\Q] U^dU^Qf_je~dT% QcUQe^QS_cQ`_b
cU`QdQT_%] eSXQc S_cQc S_~Z^Sd^' AeSXQc S_cQc` QdSe(QbUc`eUTU^TQbce S_~cU^d] Y^d_% e^bcec YUj Qc% QdQ
Y^TeSb\Q] U^dU4i SeQ^T_ Uc QcU^T_c Z^d_c c_^S_] _e^] _d^_ S_] `U^Z^ MSeQ^T_XQ^ TU] _d^_] sc YU^U^dU^W
Uc`USd_ Q\QYUj Q TU d T_ aeU_`UdQ` QdQY^TeSbe^TUdUj YQT_ Qsd_ TUf_ \SW^% QcUQ\QYUj Q TUe^Qc \QS_cQ%
TU] eSX_c Z^d_c'

H_T_ _ aeU Uc_ RZdRfQ] Urd e^] _df_%u^UcdUcUrdT_%gTURU%ubQW_ aeUcU S_~cufQU^QfYcd_ Q`buxu^w^TUAUrd^TY] Yrd_%\Q
VQSe\dT TU`UdSRB BQTQ`eUTUYTeSb_ ceVubQVQ] UrdU Qf_je^dT_ TU QSeQbTUSeQaeYubS_cQ% sc Q\is TU_ aeUcU`UdSRU%_ Uc
e^] _T_e_d_ Q\QfYcdTU\Q] UrdU4`_b_ aeU Uc d_d] UrdUYQTfUbdT_ i`UbuSd] UrdUeubQTU\QfYcdTU\Q] UrdU%_`eUTU QUSdQb
Q\Q] UrdUUrQrc_led': c] sc UfYUrdU%aeU^_ XQ_ ~QTQU^Q] UrdU%_ _ QSQ`Q%_ d] QSeQaeYubR_ TUMQTU\Q] Y] Q%SeQaeYub_d_
] _T_ aeUS_] _ Uc`UdSRIT_`_`U^cQT_'

MSkU_ aeU dQ] RY^TURUclub`Ubj YdT_`_bd_T_c%aeUSQTQS_cQaeUcU\Q] Q`b`YQ] UrdUe^] _df_%u] _Srw%_ YTeSSw^Q
e^Q`UdSU Srw^QWUrdUf_je^dQY%duU QWk^dR_ i VbQT_ TU dU^TU^SQ%_ e^QfUrdQZ`QdQ] _fUb_ UhsYdQ\Qf_je^dT%_ bUfQ
Q\UUSd_%_ U^U Qsd_ TU\Qf_je^dT UhsYdT_': cdQdU^TU^SQ Qrdub_bTU\Q] _df_QSw^Uc_ aeU\Q] _\Q^Ubj QTU] _df_'
: cu] _df_ aeU dU^Ue^] U^_bVbQT_ TUfUrdQZ Qrdub_b%_ QdU^TU^SQ Q] _fUb\Qf_je^dT%_ aeU`QdUSU] U^_c QdQsdR_%_dQ
i S_] _Ucd_ U^QfYcdTU\Q] UrdU%k_ aeU\Q] _e^] _df_] sc TtR`D_bU S_~dQY%_ aeU`QdUSU] sc QdQsdR_%_ dU^U%
`_b_ aeU`QdUSU aeU U^UhsYw^Q\Q S_] `bU^w^_ Q`buxu^w^u] Q_bVbQT_ TU dU^TU^SQ Qrdub_b` QdQ UhsYdQbUYTeSb
VQUUSSw^u_ aeU\Q] _U] _df_] sc VubU M U^UcdUcUrdT_%Se`_~W_ aeU\Qf_je^dT Ucd cU] `bUTub] YQT_`_bU
] _df_] sc VubU 8_cQc aeU UhdU^U^QfYcdTU\Q] UrdU dU^U^ce Vub] QdU^TU^SQ%_ e^QfUrdQZ`QdQ] _fUcdU%
UhsYdQbQcef_je^dT%TU] eSXQc S_cQc aeU S_hUc`_~TQ^Q\Q ~QdbQ\Q Qi VQc SYSe^cd^SQc TU_ fYd_%Q ~QdbQ\Q Qi
SYSe^cd^SQc TU\Q] UrdU aeU\Qc`_YY^Uc i U VbQT_ i VQV] QTUce`e^d_ TUfYcdTU^c SeQUc dQfUj clubQTYWYXQSub
e^QU^e] UhsYw^`UbuSd DUB_ dQd_ SBU_ aeUcU`eUTUTUdUj YQbU^WU^ubQ^e^Uc` QSY` QdQ\QS_~d_fUcdQ%aeU d_T_ _
aeUcU`UdSRU_ TUDU^T_`_be^QWUrdUrdUWUrdU i f_je^dQbQ%aeU dU^U^Q ~QdbQ\Q Qi VQYVU^SQ TUe^] _df_ Qf_je^dT
UUSSw^eUS~cYUdQ_ cUfU dQ^ReU^4YdU^U dU^TU^SQ Q` QdSY QbTU\QUUSSw^TU Q] QU^e^VbQT_] Q_bTU_ aeU
`QdUSU dQ] DQdQTUSV_ TU_d_] _T_%UubQTUSb%aeU\Qc S_cQc aeU Q`QdUSU^duU^e^Q dU^TU^SQ%_ b\Q` QdSw^ aeU
XQSU^Q_Se` Qb\Q] UrdU` QdQUUWbQUU_ c%TU QWk^Q_dQ] Q^UcQaeU`_bce Q` QdSw^U UWVRUc` QdQU\Q4aeU Uc QRcBT_ 'M
`_b_ dQd_ TURUclubSYUd] u^SYUd_ cUrdT_%aeU\Qf_je^dT cU] `bUk%_] _U] Q_bRYU^Uc UfYUrdU DUB_ cw_% QdQ\Q
S_hUSdQ S_] `bU^w^TU Ucd %T_c S_cQc TURU^UcdQbRYU^i S\QdQ] UrdU_RcUfQT_c'

*': c`bUSc_ clUQCbU^aet cUrdT_ edY_ U dQ] Y_ ReU^Q4 QWbQTQRU^u_ TUSY%Q` QdbTU\Q] Y] QS_~VQY_`_bQSw^DQdQ
`QdSubReU^`_ QdQ\Q] UrdU%_] _i_ ec_ \QVQcU^u_ U] Y] _aeU` QdQ` QdSubQWbQTQRU%_` QdSU^ QWbQTQRUc Q\Q] UrdU
8YUdQ] UrdU%_ Q` QdSU ~QTQ QdQsdR_ i UWVRUc` QdQ\Q] UrdU%_ aeU dU^TU QS_] `b_ Uubce YSYQSw^i VQUUSSw^%
S_~cYUdQT_ S_] _] Q_ _TUCWbQTQRU4YdQ] `S_%dY^TYUWUrdU% ~QWbQTQRU ~YTUCWbQTQRU DUB_ cYdU^TU QcUwQbQ\Q
YSYQSw^%] _fUb\Qf_je^dT%duU aeUclubRQZ_ VQ^Sw^TU_ aeUcU QTQ` dQ\Q] UrdU M`_b_ dQd_ aeUTURU dU^U] Q_b
dU^TU^SQ QdQdQbU Yf_jeSdQbQt%aeU dQ i S_] _Ucd_ Q\QfYcdTU\Q] UrdU%U QTQ` dQ\ _ UZ%_ aeU QWbQTQRU\Q] Q_bQd i U^
UcUcUrdT_%u_ U] Q_bRYU^UfYUrdU BTUSb_ S_~dQY%_ _S_%YQW%Q\Qd TUe^QS_~dQYSSw^TYUSdQ i cU^SY\Q

@`QQRbQ ReU^_i u^UcdUcUrdT_%rSlei U U^ce cYWYWSQT_%QUY] YQSw^_ UfYQbU] Q%_ TU_ aeU Uc TUCWbQTQRU U
YSw] _T_': c QWbQTQRU i QWbQTQRU% QdQUfYQb_ aeU Uc TUCWbQTQRU i TUCWbQTQRU% dU^U] QUcdQbUY] YQT_ '6cu aeU
QaeucUY Slei U_ aeU U Gb @S Uce`_~UTUdUj YQ\Qf_je^dT` DQdQ SeQ^T_ XQRIQTU YaeYUeT%_] _VQTUdUj YQSw^TU
VQf_je^dT%\TURUclubUrdU^TYQS_] _U ce`eUcd_ TU aeU U UhdU] _`_ Q`e^QbaeU bWU U^Qf_YSw^_ Qsd_ TU` bUWU^SQ%
Uc

U\UFYQb_ \QU\Y YQSW^TU UcqYaeUdeT4i Uc_ Uc_] Yc] _ aeU\QUUSSW^i \QRxcaeUTQTU\ aeU Uc] sc V\$SX i
QWQTQRU

+ 8eQ^T_ TWV%aeU\Qf_je^dT Uc S_] _ U\ Q_ bRYU^Q QdUdU%#5_] XU Uh\ \SQT_%aeU\Qf_je^dT dU^U cU\] bU
`_ b_RZd_ \QS_cQaeU` QdUSU] sc QWQTQRU4XQ aeU_RcUf QbS_ ^SeYTQT_% QdUFYQb\QS_ ^ecW^i _`_ c\$W^
Y^USucQbQ%aeU XQRU TU\ _RZd_ T^USd_ UY] UTQd_ TU Qsd_ TU\Qf_je^dT4i ^_ e^_RZd_ Q SeQ U Qsd_ TUf_je^dT cw_
dU^U e^ bUc` Ud_ Y^T^USd_ i bU] _dQ AesX_c Qsd_c TUf_ \SW^ dU^U^ QW^Q bU QSW^ Q T^cd^ SQ Qe^_RZd_ %aeU Uc
T^U bU^d TU\] sc Y] UTQd_ aeU bTQi Ucs_ WITQ D_ b\ dQd_ %eQ^T_ e^ R_ bQSX_ dU^U ce \S_ bTU Q^d TU t\% t\ dU^U
aeU U^U^ bUcYTUcUQ RURUb% ^_ 4\ c_ RZd_c Y] UTQd_c %_ RbU\ c aeU ce Qsd_c f_ \SW^ Uc fUcQT_% U^dU\Qc SeQUc ce
U USSW^ TUSYTU QX_ bQ% ^_ cec` b` Yc bU TUC% ^ RURUbU \S_ b% TUZbaeU U\Qc_ \Q4i Ucd_ c^ TeTQcU XQs TU QSeUbt_ Q
_ aeU^U^ \Qf_Ycd Qsd_c TU ce] U^dU% d] QTQ U^ \Qd_ dYTQT TU U\Q% Uc] sc QWQTQRU` QdQt` GYt\ UY^U` QdQ RURUb% ^
TUZbaeU c_ \^Ud_ ^SUC Ucd QSSW^ Qd i S_] _ Ucd_ U^ \Qf_Ycd TU ce] U^dU% ^_ dT_ \ aeU` U^dU^USU Qce Q` QbSW^ Q\U%
Uc] sc QWQTQRU i QWQTQRU TU TUZbc_ \'

Dub_ \c_ RZd_c Q\c aeU Ucd Qsd_ TUf_ \SW^` eUTU^ bU QSY^ ^QcU] sc bU] _dQ% U^dU\Qc SeQUc ce U USSW^` eUTU^
TU dU] YcbTU V_b] Q] sc Y^T^USd_ % ^_ U\ \QSub` bUcU^d U X_] RbU Uc` Ucd` _b\QRURITQ% \Q] Y^U bQ Vebd %aeU Zj WQcUbs ^
\QS_ ^cUSeU^SQ TU U\Qbt` eUTU Zj WQaeU Ucd Vebd_] Y^U bQ SeQ^T_ cU dQdQ% Ubs] sc TUc QWQTQRU i TUc QWQTQRU %aeU
QRcd^U^cU TU RURUbQX_ bQcU bQ Dub_ Ucd Qc T_c S_c Qc ^_ c_ ^_ \c_ RZd_c `b` Y_c aeU U Qsd_ TUf_ \SW^ cU XQRU Uc` bW^Y Q
Q_S_ bU^dU QSUBQ DQdQ U Qsd_ TUf_je^dT aeU XQRU Q^Uc` bU Se` Q^dU` bUcU^d RURUb% cU QRcd^WQ TU RURUb GYt\ aeU bU
RURUb\QS_ ^dheQSW^ RURUbUc U\ _RZd_ `b` Y_ TU Qsd_ TU ce f_je^dT4i RURUb^U^ QW^Q SeU^dQe_ dQ\QX_ bQ` QdUSU] sc
QWQTQRU` QdQt\% \US_ ^fU^WQ GYcU` _dQ` _bQRcd^U^cU\QS_ ^dheQSW^ QQRcd^SW^ Uc_ RZd_ Y] UTQd_ TU ce f_je^dT%
i Uc] sc QWQTQRU` QdQt` GYU^ \QU USSW^ aeU XQSU aeU U^ U SQc_ %U` bU^U bU e^` \QSub` bUcU^d Qe^Qf U^dQ Vebd %aeU
Zj WQcUbs] Q_ bSeQ^T_ cU dQdQ QS_ ^dheQSW^ e^` \QSub` bUcU^d U^] U^_ b` QdUSU] sc QWQTQRU` QdQt` aeU e^Q] Q_ b
fU^dQ Q T^cd^ SQ GY` bU S_ ^dQY_ cU` bU^U bU e^Qf U^dQ Vebd %aeU` QdUSU] sc QWQTQRU% \US_ ^fU^WQ M Qcuc^UeU^Q
` bUcU^d f_ \SW^ Uc %S_] _ U\ Q_ bRYU^ UfYTU^d U^ \Q Qsd_c YITQT Uc'

] sc RXU^ XU U^U^WIT_` QdQ Uh` bUcQj U TU Ucd] _T_%aeU\Qf_je^dT Uc cU\] bU S_] _ U\ Q_ bRYU^Q QdUdU_ S_] _ \ aeU
` QdUSU] sc QWQTQRU %aeU TUSb aeU\Qf_je^dT Ucd TU dU] YQTQ` _bU] Q_ bRYU^Q QdUdU_ ` _b\ aeU` QdUSU] sc
QWQTQRU4` _baeU e^Q QbSW^] sc QWQTQRU Q\Q] U^dU%` bU^U bU TU \Q] U^dU% QdUSU Q` U^Qc T^cd^ GYUcd bQd` b` YITQT TU
Uh` bUcW^ cU Y^cd^S U^% eUTU cU] sc `b` YQ] U^dU T^SX_%aeU\Q QSSW^ f_je^dT %aeU Uc \QS_ ^cUSeU^SQ Y] UTQd TU \Q
U USSW^ TU \Q] U^dU% Ucd TU dU] YQTQ` _b\ aeU` QdUSU] sc QWQTQRU %aeU \QU USSW^ U^cu] Yc] Q4` U_b aeU\Qf_ \SW^ U^cu
Ucd cU] ` bU TU dU] YQT_ ` _baeU U^_ c_ RbU \Qf_Y^W^ TU \Q] U^dU TU _RZd_ %_ aeU` b_f_ SQaeU Q QdU SQ] sc QWQTQRU M_ TWV%
U^_ c_ RbU \Qf_Y^W^ TU \Q] U^dU TU` U\ _RZd_ 4` _baeU\ aeU dU^U Y^UeU^SQ` QdQ XQSubaeU e^_RZd_ U^f_Ycd QWQTQRU %` cw_
Uc_ \ aeU Q QdUSU U^ U\ _RZd_ f_Ycd %Y^_ dQ] RY^ \Q] Q^Ucd TU \Qf_Ycd i U UcdQT_ i \Qc SYSe^cd^ SQc TU \Q] U^dU aeU f_Ycd`
DQdSe\Qj U^dU` QdQ U^e] UcdQd TQc \Qc S_c Qc aeU` U^dU^USU^ Q\Qf_Y^W^ TU \Q] U^dU TU _c_ RZd_c TU \Qf_ \SW^ %aeU dU^U^
Y^UeU^SQ U^ ce Q` QbSW^ QWQTQRU Q\Q] U^dU% Ucd Qe^Q SeUcd^ TU ^_ ` _SQ T^WSeVQT% ` _TbQ^ bUaeU bUeQ

i] _fUb\Qf_je^dT' 6X_bQ Uc] sc QWbQTQRU\Q\Q] U^dU^QdU^UbU^ \QSubTU\c SeQuc dU^Ue^cU^dT_ VUubU i fY_%aeU U
TU\c aeUcwL dU^Ue^QfQWQYUQ @dfYcQTU\QQ^dWeQcUQcYdW S_ ^U Q' Udd] sc VUubU% U] Q_b] QUcdQbQcYdU Q
VQVQdQTU U\Q4i Uc QWbQTQRU\Q\Q] U^dU^QdU^UbU] QUcdQbUddQT_% ce Q' Udd cQdVUSX_ ' McYfQb_c W_SUc Veeb_c cU
' bUcU^Qd^Z^c%] _ S_] `UdT_bUc `QdQ\Q UUSSW^TU\Q\Q] U^dU^QW^c TU U\c Zj WQT_c S_] _] Q_bUc% _d_c
] U^_c4Q] U^dU^d] RY^ ^dU^Ube^QYUQ] sc fY^QU^U^RY^TUe^_ci TU _d_c%e^Q] U^_c4i QW^_c_c ^fYd_c S_] _ TU
] Q'_bSubUj Q_ `b RQRYTQT aeU _d_c4i \c `QSubUc aeU Q' QUSU^] sc QWbQTQRU U^e^ TU Ucd_c Qc' Usd_c%Q' QUSU^
] U^_c ` _b_ aeU U^ _d_c3U^UcdU SQc_%dTQc VQc TU] sc S_cQc c_ ^W^Quc%Q QWbQTQRU^TUe^ _RZd_ TU `b_ `eUcdQTU
UUSSW^cUbs U^e^WbQT_ QW^_QV_bj QWbQTQTQTU WbQT_ TU ReU^Qce`eUcd` _bU Z^SY_%U WbQT_ TU Q' QdU^dU
`b RQRYTQT _SubUj QTU aeU U^RY^% U WbQT_ TU\QfY^QSYTQT TU\QYUQTU aeU\Q] U^dU^TU QcYU ReU^_4_ `baeU
d_T_c Z^d_c S_ `SetbbQS_ ^cd^bU WbQT_ U^U aeU U^ _RZd_ Q' QUSU U^VQ QScQY^TQT QWbQTQRU^i U^S_ ^cUSeU^SQcU
f_ \SY^cUbTUubj YQT_ '

D_TbQ_RcUfQbQTU] sc%aeU U^UcdQT_ TU\Q] U^dU aeU fUe^_RZd_ TU `b_ `eUcdQTU UUSSW^%Uc _dQ S_cQaeUS_ ^dbRei UQ\Q
QWbQTQRU^TQT_ TUcQWbQT_ TU UeU _RZd_ 4U SQbsSub_ QdSeQbaeU\Q] U^dU^dU^ _b^Qd^bUj Q% aeU cU XQY^db Test_ i
UcdQRU^SY_ ` _b\Q UTeSQSW^%ZU] ` _% Utc _QY^QT_% QW^_ _d_] UTY_4_ U] QdS_ _ UcdQT_ aeU Ucd U^U^Q] U^dU U^e^Q_ SQcW^
' QdSeQb: cU _RZd_ aeU ` QUSU QSU^ dRUU `QdQe^_% _\ XQSU Q _dQ M U] Y_] _RZd_ ^_ cU] `bU Q' QUSU ` _bW^Q QSU^ dRUU
' QdQ\Q] Y_] Q' Utc _QdU^TYUubUc] _] U^d_c' : c] sc QWbQTQRU ` QdQ QW^_c X_] RbUc%QcUW^bce bQ w^4i ` QdQ _d_c% QdQ
cUW^bcec Q' Udd c3Q QW^_c X_] RbUc%Uc] sc QSU^ dRUU ` QdQ ^UWQbe^Q YSY^QSW^fSY_cQ%aeU QcQdVQSub_4_ _d_c aeU] UZ^bcU
QTQ' dU ` QdQcQdVQSub\c Q' Udd_c] sc fYUc' : c] sc TUcQWbQTQRU ` QdQ QW^_c X_] RbUc aeU U^ _d_c% QdQ S_ ^dQbUcdQbe^Q
bUc `eSY^QdU^b: ^Ucd_c Qc' Usd_c%] eSX_c _d_c aeU ` _TbQ^] U^SY_ ^QdU^TYUubUc S_cQc fQ^QcU] sc QWbQTQRU Q
TYUubUc `Utc _Qc4i ^_ cwL Ucd_%Y^_ Q\Qc] Y_] Qc `Utc _Qc U^TYUubUc] _] U^d_c' Dub_% _cRUU] U^dU^Uc ^USUcQY
] U^SY_ ^QbU UcdQT_ TU\Q] U^dU^%] _] _dT_ TU\Q QWbQTQRU^TQT TU _RZd_ c T^d^d_c TU\c _d_c T_c] U^SY_ ^QT_c Q^dUc4
fUdRYWQSQ @^Qd^bUj Q' QdU^dU] VQc SYSe^cdQ^SQc TU\c _RZd_ c fYd_c% VQ] Q^UcdTU\QfYcd HQ fUj %YUcd^bQd] U^dU
S_ ^cYUubj _c VQ] QdU^bQ% c TYUubUc dU] Ucd] U^d i U UcdQT_ TU\Q] U^dU ^_ XQSU ^W^_Q QdU^QSW^U^ SeQ^d_ Q\Q
Q] QRYTQT TU\c _RZd_ c%TU _dQ] Q^Ucd%aeU i QaeU XQSU aeU\c _RZd_ c U^cu] Y_] _c%TU] Q^UcdTYUubUc RUU_ _ TUU_bj U%
dU^Y^T_ U^ \QSubQ' QdU^dU _T_ \bQcYcdU\c4M%] _ _SQcY ^Uc VQV_bj QTU\QfYcd `QdQcUbTYUubUc%QSU aeU\QYUQTU
RUUj Q_ TUU_bj YQT% \QSub_ T_ \bQcUc] sc _] U^_c fY_ ' G^U] RQbW%SW_ d^d_ Uc SYUcd%aeU\Qf_ \SY^%U^ ^YV^ ^UZ] ` _
aeU `eUTU] U^SY_ ^QcU^Uc TU _d_] _T_ aeU U] Q_bRYU^Q' QdU^dU Uc^TU\Q] Q^UcdaeU cU XQ U^ ` \SQT_ ' @QUUSSW^TU\Q
] U^dU ^e^SQcU Q' QdQTU\ aeU^U^UcU] _] U^d_% S_ ^bUc `Usd_ Q\c _RZd_ c T^U^d_c UY] U^dQ_c TU TUS^W^% QUSU] sc
QWbQTQRU i QWbQTQRU^% ^cYUcdQT_ d_TQc VQc S_cQc' GY_c _RZd_ c Y] U^dQ_c TU\Qf_je^dT_ c_ ^VQc `b_ `VQc QSSY ^Uc TUe^
X_] RbU^U^d ^SUC VQc QSSY ^Uc aeU Q' QUSU^] sc QWbQTQRU aeU\ aeU aeU^U^ GYUc QX_bQ] sc QWbQTQRU ` QdQt%QV^TU
SeU^dQc%Q' YU^Q S_ ^d^eQSW^%aeU QX_bQ aeU^U^ SQ] YQb GYUc QX_bQ% _RbU^Qd dY^TQT TU\ aeU U^VQ QScQY^TQT cU\U Q' QUSU^%
] sc QWbQTQRU ` QdQ XQRYQb%aeUW_ UYVW^XQRYQb^cYU S_ ^fYU^U] UZ^b` QdQ] Q^dU^UbU cU^SY^%U^d ^SUC _ `d_ `bW^QdQb^cYU^SY'
6` U^Qc XQ e^T^bQT_] sc SQb_ i] sc e^Y UtcQTU cU^dT_ i VQ U^ UdbU^SQ TU\QXe] Q^Y^TQT%aeU Uc_%SeQ^T_ \c X_] RbUc
QScQ^TU V_bj Qf_je^dQ% XQSU^ _ aeU aeU^U^%U^d ^SUC U\c XQSU^ _ aeU] sc Uc S_ ^fU^VQ% _ aeU Uc] sc QWbQTQRU ` QdQ
U\c' 9USW^aeU XQW^ _ aeU Uc `VQ SQ% Ub_ Qx^ ^_ \ Uc QSU^ dRUU ` QdQ U\c%Uc U] Y_] _

S_cQaeUTUSb%aeUXQWQ^_ aeUaeUbbQ% Ub_ ^_ Q5dkQ^Qce` \QSub4i Uc TUSb%aeUXQWQ^_ aeU\Uc` \Q SQi cY
UJ RQbW_ ^_ XQSU^_ aeU\Uc` \Q SQ

GUMk^cUTUc` BU^TU TU UcdQc S_cQc%aeU U^SYUd_ cU^dT_ %Qf_je^dT cWbUcYJ ` BU U xidj_ TNSdJ U^TU\QS_] ` BU^cW^ Dub_
Urd_ ^SUC U U^dU^TYJ Yrd_ TURU cubd_] QTRU^e^cU^dT_ QJ ` \Y%aeU YSei Ud TQ\QVQSe\dT TU` U6SU SW^_ Q` BU XU^cW^% ^_ cW_ _
aeUcU\QJ QbQ w^_ ZeSY' GY` bU TNSdJ_ TU\QS_] ` BU^cW^cU U^dU^TU\ aeU\QbQ w^TUS\QbQaeU Uc] UZb% \Q] Q` b` QbU TU\Q
W\SYTQT TU\Q` Utc_ ^Q%bU^Y^T_ U^VQd_dQYQT TU ce TelQSW^%aeU ^_ Uc fU6TQT%aeU\Qf_je^dT cWbUcYJ ` BU U xidj_ TNSdJ U^TU
VQS_] ` BU^cW^ e^TNSdJ_ dQUc TU\QbQ w^Uc e^QSeUcdW^` ei TXYUdU TU\Qc S_cQc aeU Q` QbUSU^QX_bQ] sc QWbQTQRU^d TQc \Qc
S_cQc cU` _^U^Ze^d_c\c SeQUc` U6dU^USU^Q\Q` BUcU^dU` U6SU SY` Uc TU\Q] UrdU U^SeQaeUbbQc` U5d_3Q` UcQbTUaeU U TNSdJ U^
TU\QbQ w^SeQ^T_ cU\UfQQSQR_%bU^U` BU_Se` QSW^U^VQY^WeU^SQS_] ` eUcd_ aeUcU] eUfUQf_je^dT4i TURU cubS_ ^cYU6QT_
U^VQ Ucdj QSW^TU VbQT_ TUaeU\Q Q` QbU^SQ TU RYU^aeU\Qf_je^dT cYJ ` BU cWbU4i QcUQ` _bdU^Ucce Y^WeU^SQ QVQTU Q_dQc
S_cQc% ceRTesdUT TU U\c' 8eQ^T_ dQ TNSdJ_ U^TU\QbQ w^Ucd TU QSeU6T_ S_ ^_ dQc S_cQc%Urd_ ^SUC ce` Uc_ cU QVQTU Q U\c%
S_] _` _^UbU^VQ] Yc] Q UcSQQ4` Ub_ SeQ^T_ cU Ucd_ U^S_ ^dQTU U\c%Uc S_] _` e^` Uc_ U^VQ UcSQQ_` eUcdQ%UcYdU^T_ VQY^WeU^SQ
TU_dQc S_cQc3cY UJ RQbW_%e BUcYdU^SQQ] U^eT_ Uc ce` U6QT_ ` _bce] Q` b` Uc_%_b\ aeU U Q5d_ TU\Qf_je^dT cU TUdUj YQU^
_` _cSW^QUUQ

: cdQc S_cQc` eUTU^cUfYbUc` Ub_ aeU^U^QVb^Q] UTYTQ%ecddQbi S_ ^VQj QbQ` _cSW^UcdQRUSYTQ U^U S_] YUJ_ TU UcdQ
cUSSW^QcQRUB EeU\Qf_je^dT cYJ ` BU Ucd_ TUdUj YQTQ` _bU] _d^_] sc UeUdUj%` _bUcQfY^W^TU\Q] UrdU aeU dU^U U
] Q` bWbQT_ TU dU^TU^SQ Q^dUj b` QbQ UHSQbQf_je^dT_ Dub_ cYXU cY^T_ dQ^WUj S_] _ bQ w^` QbQ UH` \SQb_ aeU S_ ^cYdU\Q
UeUj Q TU\c] _d^_ c% ^_ %e^UJ RQbW_%j YWQSQcQbU^Ucd_ ^_ TUb SQbS VQ` b` YQ` _cSW^4aeU\UfQWbQ^` QbU TU ce` b` VQ
UfYU^SQS_ ^t\% Uc e^` e^d_ TU] Q` bYj ` _bQ^SQ` QbQU^` b` wcd_ TU TYcSebc_ aeU cWbWbM\Qf U6TQT TU U\c%Uc` Ub_%
Q` QdUSUs ^S_ ^VbQ^SQbTQT^Q^dUc TUaeU XQ Q dUj YQT_ _ aeU dU^W_ aeUTUSbC_ RbU U dUj Q TU\Q\YRUbQT Xe] Q^Q

GUSYU^ 卐

: ^BUQSW^S_ ^U cW^WbQT_ TU\c dUj Y_c%Q^USUcYQT%QYj ` _cRYTQT^%SQ QSTQT^U6^ i TU8_ ^dU^WSQ

@c` QQRbQc ^USUCbQc%j ` _cYU^% S' cU edjY Q^QRe^TQ^dUj UrdU U^VQc S_ ^b_fUcYQc QSUSQTU\YRU QRUTb_ i VQ6W^SQ A_bQ4i ` _b_
dQd_ U cU^dT_ U^U aeU cU edjY Q^TURU UrdU^TU6US\QdQj UrdU 6aeU` TbaQTUSb%aeU e^Q S_cQ Uc UeUW T6U aeU Uc ^USUCbQ SeQ^T_
dU^U aeU cub% ^_ `eUTU cubTU_dQj Q^Ucd Dub_ Ucd_ ^_ cubQ` b` VQj UrdU e^QTU Y^SW^TU ^USUCYQT%j sc TU_ aeU XU UH` \SQT_ VQ
` QQRbQTURU% _bVQVQcU^%_ XQRU^T_ ^USUCYQT' @c` QQRbQc TURU% eUTU% ^_ `eUTU% ^USUCYQ^UH` \SQSW^dQd_ S_] _ VQc` QQRbQc
^USUCbQc%Wj ` _cYU48_ ^UHSU SW^TU aeU\c` bYj Ub_c c_ ^` QQRbQc aeU^U^ bYj U6c V_bj Qc TU fYQaeU] sc S_] x^j UrdU edjY Qj _c'

@` QQRbQ Uc ^USUCbQ%Q S_] _ cU edjY Q U^U U^VbQZ S_] x^%Uc e^dUj Y_ BUQd^_4i cU BU XU^U Qe^Qce` eUcd_ ` _cSW^
XUSXQ Q\Q UH^YdU^SQ TU e^Q S_cQ%aeU VQ` _` _cSW^cU ce` U6Q% BUcUdQ YceVbUrdU` QbQYj ` UTb_ QdU6Q_': cd_ Uc ^USUCbQ_%
U^U cU^dT_ _bW^Q i ` b` Y_ TU\Q` QQRbQ%aeU Uc%

-' GUTUc`BU^TUTU\ aeUcU XQ_RclufQT_%aeUSeQT_ Ucd_c d b j Y_c Uc ^USUcQbY%Qj ` _cRlU%BUcYcdRlU%SQ` Q` % S' cUediy QU^_c SQc_c U^T_ TU^ _f_je^dT YceVlU^du cu ce` _U% ` eUTUce` _UcU% Ub_ V` b` V` Q` QdKQj Q TU\Q` b` V` Qce` eUcd_ SQc_ Uhslei USeQaeYub _` _cSvW%Uts% UceUbj_4U^d` ^SUC` _cUediy Q` U^ce cWVWVlSQT` _b` Y` @bQj w^Uc] Q^WUcd4U^du Uc SQc_c%` _` TUj _c ediy Qb\Qc `QQRbQc S` ^BUUW^SQ Qe^Q` _` cSvW^ce` _UcU%Qf_je^dT` UceUbj` _` M` b\ dQ^d` %eYQV^e` ecQUcd_c d b j Y_c U^Ucd_c SQc_c% QcUQaeU _c ecQcY^cU^dT` _` U^QVW^cU^dT` ^eUf` %BUUW^du TUce cWVWVlSQT` _bWVQj i QTUSeQTQ 8_] _` _bUZj` _` _4cYQV^e` TURU QVQj QbTU UcdQ] Q^Ucd` EeU Uc ^USUcQbY` QdQe^X_] RlU% TU\ aeUTURUcU%aeUTURU UUMVb\Qf YbET U^veVQbTUfSY` %TebQ^du U dUj` _` aeUt` ^BUUW^Q fYbET QfSY` 4i aeU Uc e^QS_cQj` _` _cRlU U^BUcYcdRlU%aeUTURUcUcU TU` dQ] Q^Ucd` aeU QaeUTURUcUcU ^ubUcd` _` S^W%eYj` ^BUi SeQT_ UcdQUUSSW^cW^U4U dQ cUcdQediy Qb\c d b j Y_c TURU^BUcYcdRlU% S' i QcUQS` ^QY^cWVWVlSQ`SQ% U^QVW^eUf` cU^dT` %BUUW^du TUce ec_S_] x^4aeU Uc S` ^BUUW^SQ%_] _cU XQ_RclufQT_%Qce` _` cQRU` _` _cSvW%Qd TUf_je^dT% VQBUcYcd`SQ4] Y^dQc aeU QaeU%_c Uhslei Uce` _cSvW^` Y_] _c i ^UMQ dQ S` cQb` QdQU SQc` ce` eUcd_ Uc VQTU UcdQbT^` eUcd_c% VQUUSSW^` ce` _` cQRU QVQ` _` _cSvW%Qd TU f_je^dT% VQBUcYcd`SQ4] Y^dQc aeU QaeU%_c Uhslei Uce` _cSvW^` Y_] _c i ^UMQ dQ S` cQb` QdQU SQc` ce` eUcd_ Uc VQTU UcdQbT^` eUcd_c% VQUUSSW^`

.' GUTUc`BU^TUTU\ TlSX_%aeU Ucd_c d b j Y_c Uc ^USUcQbY%Qj ` _cRlU% S' Q] U^eT_ c` ^ediy QT_c` _bWVc_V` c i] UcdQVcS` c U^e^cU^dT` RQcdQ^du TYWU^du TUce cWVWVlSQT` _S_] x^i _bWVQ4` QdQVQc Q` V^eU^Q] eSX_c SQc_c U^_c aeU ^` XQ` _` _cSvW^Uc Yj QVWVQRU` 6cuaeU` _c ediy Q` S` ^BUc` USd` QVQ U^cd`SQ TU9Y`c Q^du TU\Q S^UQSW^TU] e^T` _` SeQT_ ^` XQRU Q^VW^` _d` cU^4S` ^BUc` USd` Q] eSXQc TU\Qc T^` _cSY` ^Uc i Qsd_c TU\ T^Y` GUB` QVUc S_] _` ce Qj Q^du TUcu] Y_] _` %e Qj Q^du TU\Q ZcdSQ` TQ^T` U^` USQT` _` S' 6cuaeU` Qc Q` V^eU^Q] eSX_c SQc_c TU\Qc YSY`QSY` ^Uc i Qc QSSY` ^Uc TU\c cUcd` YduYWU^Uc S^UQT_c U^T` ^TU d` TQVQ` _` _cSvW^TU VQf_je^dT` cU Uhslei U U^Ua ce` eUcd_ TU SQc` _`

BUSUcYQT] UcdQVcS` _` V\` cwVlS` Uc ^QTQTYWU^du TUce S^Ubj` Q B` XQRV` QX` bQ TU\Q S^Ubj` Q TU S` ^` Sj` Y^d` %eY` VQ S^Ubj` Q TU aeU Ucd` U^VQ` S` cQc] Y_] Qc%aeU Uc U^V^TQj U^d` TU\Q S^Ubj` Q TU S` ^` Sj` Y^d` % QaeU\Q U^VQ aeU cU U^SeU^dQVQ` VQ^d TU\Q Y^QVY^QT TU\Q` b` _` _cSvW^aeU` _c QVQj` Q

@ aeUcUTQ QfUSUc S_] _` VQTU^VW^TU ^USUcYQT V\` cwVlSQ`QcQRU%QaeU\` _` b\ aeU e^QS_cQ` _` eUTU TUZb TUcU% SeQT_` _` bU\Q` _` eUTU cUcU TU` dQ] Q^Ucd` %QVQ TUcUe^Q U^` V`SQSW^ QTUSeQTQ TU\Q] Y_] Q%` bT_c bQ` _` Uc3: ^` b j Ub V^VQ%QVQ` QQRbQc` eUTU%` _` eUTU%USUcYQ U^` V`SQSW^ dQ^d` S_] _` VQ` QQRbQ BUSUcYQT4i U^` b j Ub` eUTU QcUcU U^` V`SQTQ` _` bUcd` x^d j` _` %QaeU VQcU^e^TQ` _` bQ` b j Ucd` D` b\ dQ^d` %eYQV^eU^` c` ^BUW^dwaet` ^` c BUUbj` _` c SeQT_ TU SYj` _` c^e^QS_cQ` eUTU cUbcY` _` %` T^dQ` _` c U^` V`SQ` _` c Q` ^` _` d` c] Y_] _` c TSY^T` _` dU^U aeU cUcU ^USUcQbQj U^d` QcU4QcU S_] _` U^` V`SQb\Q ^USUcYQT%` bTUSV^Uc QaeU` _` bU SeQ e^QS_cQ` _` eUTU cUbcY` _` M U^cU^e^T` V^VQ%Ucd` QTYWU^Uc U^` _` ^cQRU Q^du U^VQ^YS` ^fU^U^du` b j Ub` VQ` _`] U^SY` ^QT` 4Qc` QQRbQc` _` eUTU%` _` %` ^` QTUSeQTQj U^d` BUQV` _` % dU^U^BUQSW^ S` ^U^` _` TUBUZKSY` _` aeU` eUTU cUcU ZKSY`Q%` ^U^` V^TU TU aeU cU XQRVQ4

@ ^USUcYQT V\` cwVlSQ Uc U^BUQV^QT` dQ S` cQaeU VQ 8CB: L * B 8CAD@ H6 M VQ U^du] c S` cQc cWVWVlSQTQ` _` bU` ceZd` i U^` BU^SQT` TUe^Q` b` _` _cSvW^aeU QVQj QaeU QVW` Uc fUdQT` 8eQT_ XQ` e^QS` ^U^W^TU UcdU d^` %Q S` ^d^eQSW^%` QVQj QT` U^VQ` b` _` _cSvW^Uc ^USUcQbY` %U^e^cU^dT` V\` cwVlS` 4cYSeQaeYub` _` _cSvW^` UceUbj` _` S` ^dQY` cUce` _` _U% ^VW^e^Q 8eQT_ U` ceZd` i U^` BU^SQT` TU\Q` b` _` _cSvW^aeU QVQj QVQ U^cd`SQ TU

SeQaeYbS_cQ%SeQaeYbQTU\c`b^SY_Yc%QSQYITQT%Qsd_`SYSe^cdQ^SQ%BU^U^e^Q^S_]`UdQi`8CB:L*B8>FHC%
QS_~dneQSW%QUnhd^rSQ_cubTUUcQS_cQcUTSUaeUk`^USucQbY_U^e^cU^dT_]UdQ^cS_`MU^UcdUcU^dT_`aeUedY_`VQ`QQRbQ
^USucYITQT^U^U^TcSetc_cY^eU^d^SeQ^T_]UkUeUj_`QdQTU]_cdQbaeU\Q^USucYITQT^`UcY^S_]`QdRIUS_`VQ\RUbQT`

: \ceZjd i U\`bUTNSQT_`TUe^Q`b`_cSY^aeU QVQ Q\QUnhd^rSQ TU QW_%eUTU^d^Ube^Q^S_]`Ud_%VZ_% SYbd_c S_`Uhw^
TUfQbQc` Q^UbQc`

#\$DeUTU^d^Ube^Q^S_`Uhw^S_]`UdQi`UdUSQ U^cu] Y] Qc4`_baeU`eUTU^Y`VQbe^Q^S_`dQ^SSW_% QRcelT_ Rbed_% QdQ
ce`_`UbaeU^`S_`USdQT_c`6cu% eSXQc S_cQc_c`^`USucQbQc U^ce`b`YQ^QebQJ Q D_b\`aeU\QUnhd^rSQ Udu^Q TU cub
S_`^TUdQT_`_b\`WU^UdQ%Uc`^USucQbY_U^cu] Y] _3`_baeUcUbaQ U^cu] Y] _U] Q`_bQRcelT_%`UWQb\QUnhd^rSQ TU cubU^
WU^UdQ%`QdQTUSbaeU^`XeR_`QTQQRc_`edQi e^Y^UcQ4i Uc S_]`cY^eUd\Qce] Q TU dTQc\Qc S_`dQ^SSY`Uc4S_]`_`TbQ
cub] _cdQT_`cYUcdU^UkQe^`eWQbQTUSeQT_`QdQU\`6cuaeU U^Y^Y^d TU9Yci`_d_c QdRcd_c c`^`USucQbY_c`D_b\`aeU Uc
^USucQbY_U^ce`b`YQ^QebQJ Q^aeUT_c i T_c TURU^cubTUSeQd_4i Uc`^USucQbY`aeU dTQc\Qc\U^UQc TU\Q TU dUSXQ dQ QTQc
TUcTU U^SU^d TUe^`Subse_`Q\QSYSe^`Udu^rSQ TURU^cubY^eQuc` : c`^USucQbY`U^V`b] Qi QTUSeQT_%aeU\`c X_] RbUc TURU^
XQSubQ\`c TU] sc%_] _\`XQbQ^aeUTURU^XQSub`QdQU\`c`6cuY^e] UcdRIUc fUdQTUc] UcdQ^cSQC i] QdU] sdSQC_c`^
^USucQbY_c U^cu] Y] _c3U\ceZjd i U\`bUTNSQT_`TU\Q`b`_cSY^aeU U\`c QVQ Q^Uc^d`^`UdUSdQ] U^dU S_`USdQT_c TU cu
] Y] _c`_`#\$@QS_`Uhw^TU ceZjd i U\`bUTNSQT_`TUe^Q`b`_cSY^aeU QVQ Q\QUnhd^rSQ TU QW_%eUTU^VZcU i cUWb_%
`_baeU\QUnhd^rSQ TU UcQS_cQi QcU`b`SUTU Q`QcQ4i % RYU^QX`bQ Uc% XQcY^4i dQ] RY^`XQXUSX_%`bQcUTUSb_%eU
QcUWb^wTU\QUnhd^rSQ M`_b\`dQ^d`Q`b`_cSY^aeU QVQ Q\QUnhd^rSQ`bUcU^dU i`QcQT_`TU\Q] Y] Q^eUTU`_bUcdU
] UTY`cubXUSX`SYbd i`^USucQbQ] U^dU i`YQdUcdRIU] U^dU fUdQT4U UfU^d`QcQT_`XQVdQT_ i TUSTY^W\Q] QdUdQ^U^SeQ^d Qce
Uhd^rSQ4i XQXUSX`aeU cUQY`_`_cRIU^eY`aeU\QUnhd^rSQ TURU cub fUdQTUdQ] U^dU`bUTNSQTU t\`6cu\QUnhd^rSQ TU`aeU
i QcU XQ\UWdQT_`Q`QcQbQX`bQ cU S_`^YUdU^U^`USucQbQc4cU fQXQSYU^T_`Y`_`_cRIUaeUTURUbaQ cub\`S_`^dQY_`TU\`SYbd`%aeU
dQ S_cQ XQcY^`

#\$: \ceZjd i U\`bUTNSQT_`TUe^Q`b`_cSY^aeU QVQ QaeU QW_ Uc%eUTU^d^Ube^Q^S_`Uhw^bUQ i SYbd U^
S_`^cUSeU^rSQ4i Qcu`eUTU cub`^USucQbY_%`bQ^d`QUnhd^rSQ TU VQS_cQ4i QaeU`eUTU cub cUWbQ i RYU^S_`USdQT_`S_`^
_`dQ S_cQ%`aeU cU`^USucQbY_U^e^Q^TU\Qc Q^dneQc Qc`USd_c`8_]`_`cU i QcUQd`dQ i S_]`UdQ] U^dU S_`USdQT_`S_`^`aeU
Uc QRc_`edQ] U^dU`^USucQbY_U^ce`b`YQ^QebQJ Q% S_`^QW`aeU i QXQbUSRYT_`i cU QcUWb^wTU\QUnhd^rSQ : cdQ
^USucYITQT cU U^SeU^dQ U^%`cU`eUTU U^`VQb`_b\QS_`Uhw^TUT_c_]`sc`b`_cSY`Uc U^dU cu^`&@c S_cQc aeU
Uc^d`^`UdUSdQ] U^dU S_`USdQT_c S_`^`dQc S_cQc aeU c`^`^USucQbQc%`^`^USucQbY_c Qcu] Y] _c%`_be^Q`^USucYITQT TU
Y`_`bQ^rSQ

MQaeucU`eUTU`RcUf Q^aeU dTQc\Qc S_cQc aeU c`^`U^e^db_%`aeU U^`_`ceSUCY`_`cU S_]`YU^Q`QcUk%`aeU`eUTU TUSY^UaeU
Uc`^USucQbY_%`^`^USucQbY_c cW_`U^UcdQXVd] QV`b] Q Ge Uhd^rSQ`_`Uc`^USucQbQ U^cu] Y] Q4`_baeU cYUc QcU^U\`c cYU]`bU XQ^
Uhd^r`HQ]`_`S_`cU XQf eUd`^USucQbQce Uhd^rSQ Q cubi Q\UWQbQ`QcQb D_b\`dQ^d`QX^`SQ] Q^UbQTU aeU SeQaeYbS_cQ
aeU Ucd`_`bfU^bQ`QcQbTU QaeU^`QTU Q^dU Uc`_`eUTU cub`^USucQbQ%Uc`_`be^Q^S_`Uhw^S_`^`QW`aeU Uc`^USucQbY_U^ce`b`YQ
^QebQJ Q% QW`aeU i QUc% XQcY^4TU] Q^UbQaeU U^aeU Ucd`cYU^T_`ce`eUcdQ] U^dU\Q`dQ TeTQV\`g c^SM Ucd`dQ] RY^`Uc\Q
x^`SQ] Q^UbQTU aeU dTQc\Qc S_cQc TU`QcQT_`%Q U^SU`SY^TU QaeU\Qc aeU Ucd^TU

8_]_lQc`QQRbQc`^USucQbQc%[]`_c^RU^P^SQ`QSUc%WdS`c_`^edYQT_c`_b\cUcSbd\luc`_t[]YSc%W^e^cUrdT`T^WUrdUTUce
cWV^WSQT_]_x^%[]YQbXQ_SelbT_]_S_`^UdtdjY`_S_`rdVWrdU8eQaeYbS_cQaeUcUTbUaeUucS_`rdVWrdU%`QdQfU^bQ`QcQb`_b
SQceQYQT`_QSSYUrdU^U^UcUrdT`_bWV^Q_TUdQuc`QQRbQc%SeQ^T`_ceWQSW^S_`cecSQecQc`_QrdUSUTUrdUc^TUQSeUbT_]_S_`^U
Selc`_UcdRIUSY`_TU\QcS_cQc%`_cUTcSYbU^U^i`QcUc\`_aeUdU^U`_c`^V^e^Q`_Q^UcQTU`bUfUbMc_RbUdT`_UcSeQaeYbS_cQaeU
TbUaeUucS_`rdVWrdU%`_QSSYUrdU^U^U`_aeUdUc`USdQ^_c`_d`c%SeQ^T`_cUdQQTU`QcQbC^`eUcd`_S_`^SY`Yrd`_bUfY%`QTU]sc
TU`eUcd`_T^UW`_i`QSQ^SU`

DUb_lQ`QQRbQS_`rdVWrdUcUedYQQR^TQrdU]UrdU^e^cUrdT`_]eiT^WUrdU^`_QdQaeUSeiQS_`Uhw^S_`^lQcUbdUTU
S_cQc`aeU^`_]_cTcSYbU^U^U^TU`bUfUbUfUrd`%Ub`_bQW`_aeU^`_dU^UQRc`_edQ]UrdU`^V^e^QRcU`_bQ`w^
QrdU^U^U^`_aeUceUhdU^SQdU^U`^V^e^QS_`Uhw^VQ`_TudUd`YQrQ`

GUSSU^`^`

9U\QTYcd^S^TU\Q^USucYQT`^QebQ`i`_]_bQ%`lQY^SQ`QSTQ`

:cQ`^USucYQT`_aeUXQcY`_Uh`^WSQT`_%aeUS_`^YcdU^e^Q`S_`^Uhw^`^V^Q^RU^TU\QcS_cQc`cWV^WSQTQc`_`bU`ceZd`_i`_U
`bU^WSQT`_TUe^Q`_b`_`_cSYW%`_]_`_cUdUc`YdU^WU^Uc`_c`_`_c`ceZd`_cTU\Q`Y[]Q`%U^TYcd^V^eU^U^Q`^USucYQT`]_`bQ`i
`^QebQ`

B_f`i`Qc`_`_bQbQX`_bQ`_bUW^QbC^UcdTYcd^SW^cUQe^QTYcd^SW^`_b`^Q`i`_`UbUSdQ`_Ub`_cW`_cUUh`^WSQs`Sw]`_cU
UrdU^TU^Ucd`_cT`_c`d`_cTU`^USucYQT`%QaeU\`_c`_tdjY`_c`_cUedYQ`Q`fUSuc%`_i`QaeUcUedYQ`U^`QcW^eUrdU
TYcSelc`_`

@VlQcU^`^USucYQT`]_`bQ`%UedYQTUTYUcQc`]Q^UcQ3QfUSuc`cUedYQ`Q`QdQe^Q`^USucYQT`TU\Q`_R^WQSW^`]_`bQ`_D`_bUc`_`
TUSY`_c`e^X`]RbUcUd`U^`^USucYQT`%SeQ^T`_Ucd`RQZ`_R`_`_cS`_SYU^SQTU`TURU^TU\QaeU^`_cU`eUTU`TUCSQWQb`_`_Q
fUj`]sc%Q`QQRbQcUedYQ`Q`_UreT`_`^USucYQT`TU`WQ`_R^WQSW^`U^U`e^rd`_TU`YdUc`_6`fUSuc`_`_b`^USucYQT`]_`bQ`_cU
UrdU^TUaeU\Q`Q`QdU^U^U^WQSW^`TU\QcS_cQc`%aeUuc`lQRcU`TU\Q`UfYU^SQ`]_`bQ`_i`QcUcU^TYcd^V^eU`TU`QRc`_edQ`^USucYQT`%
_`d`^cUWeb`_luc`_USd`_TU\QcS_cQc`%aeUuc`e^Q`RcU`TU`SUBUj`Q`^V^Q^RU`:_`^Ucd`cUrdT`_`Q`^USucYQT`]_`bQ`_cWV^WSQ`]eSX`_U
`]Y[]`_aeU`U`Qd`_WQ`_TU`_b`RQR^YQT`%aeUuc`_`_tdj`Q`]UrdU`ceVSYrdU`Qd`cQd^QSub`Q`Xe`]Q`YQT`%W^ceS_`^TeSd`i
S_]`_`bQ`_Yrd`_U^U`]e^T`_%QaeUS`_`ceVQdQ`_ce`_b`_`Q`cUWebYQT`_i`_U`YdUc`_c`_dQ`QbQ`_cTU]scQTUSeQTQ`]UrdUS_]`_`
`]YU`_Rb`_cTU\QcS`SYUT`_M`Q`fUSuc`_`_b`^USucYQT`]_`bQ`_cU`UrdU^TUaeU\Q`^USucYQT`TU\QcS_`^Uhw^`_i`_QS`_`cUSeU^SQ`%aeU
ceWU`TU`dQuc`SQecQc`]_`bQ`_Uc`%`]_`_lQ`eUlj`QTU`YSYQSW%`]_`_d`_c`%`_lQS`_`^Uhw^`_aeU`XQ`_U^`]eSX`_c`SQc`_c`_UrdU`Ucd`_i
dQuc`SYUcd`_f`_lSY`_`Uc`_i`_QSSY`_`Uc`_M`Uc`_U^Ucd`cUrdT`_%aeUedY`_`_lQ`_QcU^`^USucYQT`]_`bQ`_U^U`_cW^eUrdU`TYcSelc`_`

D_b`^USucYQT`^QebQ`_Q`S_]_`_cU`Q`^WSQ`_c`X`]RbUc`%`_U`bUWb`_Q`UcQ`^USucYQT`_aeU\`_c`X`]RbUc`_Ucd`^RQZ`_lQ`eUlj`Q`Q`dQ`_cTU
SQecQc`^QebQ`_Uc`4Q`TYU^U^SQ`TU\`_aeUcU\Q`]Q`SQecQc`]_`bQ`_Uc`%`]_`_c`XsRd`_c`_i`_lQc`Tc`_`_cSY`_`Uc`_TU`S`_bQ`_w^`_i`_`_d`_c`]_`bQ`_Uc`_`
S`_QSSW`_6`cU`_c`X`]RbUc`%`_`_SQ`_c`_U^`SYUcd`_SYSe`cd`SQc`%`_`_c`_dU`_Qc`TU\Qc`_cU^`QSY`_`Uc`_`QdSeQ`_Uc`_`_b`^USucYQT`_cU`_cUrdU^
T`_`_bSeQ^T`_Ucd`_`X`UbT`_c`cec`SeUb`_`_c4`

QBUWQI S_~Uhw^%e^aeUXQ Qe^Qs_~Uhw^%TU QSeUbt_ S_ ^e^Q\Uf UcdQRUStQ^TU fUbtQT aeUdu^U\ewQ%aeUc^W^W6Q^U d^_ TU UFUrd
`_bQVx^_d_ ^] RBU >Slec_ U^] eSXQc S_cQc aeUcu fU^U^U] QdUQ i U] e^T_ YQ^Y QT_%aeU^_ RfYQ] Urd ceSUTQTU QSeUbt_ S_ ^
SeQaeYbSebc_ UcdQRUSt_% cX_] Rbuc ^_ \Q] Q^Q] Q^UcTU UFUrd_ S_ ^U^_] RBU TU\Q ^QebQUj Q%e^_ `b_] Rbuc dUc S_] _ QSSITUrd%
U\Q Qb%_ ^rVU^SU% S' 6cuaeU\cX_] Rbuc XQSU^e^QTcd^S^UrdU\Q ^QebQUj Qi VUuSSW^4S_] _ c^eUbt^S_] _ \Ud] Urd T^cdndi
e^fUbcQ] Urd 8_ ^TUbtQT_ aeU^e^_ ^W aeU ^rV^_ ^eUTU ^WQ%Ub_ UcQUuSSW^W^] eSX_c SQc_c^ebWU TU\Q ^QebQUj Q%e^SUb
S_] _ _d_ c UFUrd^c' Dub_ VQs_ ~Uhw^UrdU\c Qsd_c TUuSSW^% cec SQecQc^TU QSeUbt_ S_ ^Qc \Uf Uc UcdQRUStQc%_ Uc d^ UFITUrd M
_RcUfQ] _c aeU\QUuSSW^Uc%_ bQcUTU5V%_e^eUf_ ^BSY^ TU] _fY] Yrd i QSSW^TUrdU TU\Q bTU^UcdQRUSt_ TU\Qc S_cQc aeU Uc
] sc_RfY% fUuc^ U5Q] UrdU^_ S_b_bQ] @UuSSW^d] Rf^Q] UreT_ cUrdub_ ^P^dUbe] `Ui QdUQ\QSQTU^TU UFUrd^c U^Ucd_c
_RZUc Uhdub^c% XQSUaeUcu `b_SUTQTU_d_] _T_ aeU\ XQbQ^e^Y^ XQRQb D_buc_ cuXQRQTU U\Qs_] _ cYcu dQdQTUe^ ^BSY^ TU
] _fY] Yrd d_d] Urd T^cdnd_ TU\Q ^QebQUj Q% TURITQ] Urd UcdQRUSt_ U^_ `c^SW^QU\Q B_] Rbuc aeUcu TQ^S_] x^] UrdU\Qc S_cQc^TU
QSeUbt_ S_ ^\ aeU Uc] sc UFITUrd% cUceWUbu^_ b\ aeU Q^ QUSU Q\c cUrd^c c^r^UuUhw^i \QYfUcdWQSW^ D_buc_ cuXQRQTU U\Qs_] _
cYcu dQdQTUe^ ^BSY^ TU] _fY] Yrd d_d] Urd T^cdnd_ TU\Q ^QebQUj Q% TURITQ] Urd UcdQRUSt_ U^_ `c^SW^QU\Q B_] Rbuc aeUcu
TQ^S_] x^] UrdU\Qc S_cQc^TU QSeUbt_ S_ ^\ aeU Uc] sc UFITUrd% cUceWUbu^_ b\ aeU Q^ QUSU Q\c cUrd^c c^r^UuUhw^i \Q
YfUcdWQSW^ D_buc_ cuXQRQTU U\Qs_] _ cYcu dQdQTUe^ ^BSY^ TU] _fY] Yrd d_d] Urd T^cdnd_ TU\Q ^QebQUj Q% TURITQ] Urd
UcdQRUSt_ U^_ `c^SW^QU\Q B_] Rbuc aeUcu TQ^S_] x^] UrdU\Qc S_cQc^TU QSeUbt_ S_ ^\ aeU Uc] sc UFITUrd% cUceWUbu^_ b\ aeU Q^ QUSU Q\c cUrd^c c^r^

,': c`bUSY_cUvQbaeU^U^_ aeUcu XQ U^ \SQT_%S_] _ YTSQU^ ^] RBU TU\Q ^USucYTQT] _bQ%Q` QQRbQ
^USucYTQT ^_ cUedY QTU QSeUbt_ S_ ^U^T^Uw_ bW^Q i U^c^W^W6Q^ TU\Q` QQRbQ%_baeU^S_] _ cu
_RcUfWQnduc^TSX_c dUj Y_c%Uc ^USucQY%Q] `c^RU^UucYcdRU^ S' U^U\U^V^QZU S_] x^% ce cUrd^
] sc`b`Y%_ ^cYU] `bU bUQf_c4XQSU^T_ bUuU^SQQSUbQ_ `c^SW^f_je^QbQce`_cQRU_ Uc^Ubj_%Uc
YceV5UrdU Dub_ ^_ XQ dQ_ `c^SW^% VQf_je^dT i U^Uc^Ubj_ S_ ^dQY%Uc Y] QV^QRU U^U SQc_ TU
^USucYTQT] _bQ4aeU Uc e^QSUBUj QTU\Q YSYQSW^i VQf_je^dT] Y] Q4aeU^ QT] YU\Qce`_c^SW^TU
e^Qf_je^dT` QbQ_ `^UcU i bUcYdb D_baeU Uc QRcebt_%e^_ ^Ub\Q] Y] Qf_je^dT YTY^TeQ` QdQ
` ^UcU Qcu] Y] _% ^ce Qsd_ `bUcUrdU_ VQ` bUcUrdU UuSSW^TU cub_ `eUcdQ Qi bUcYdb` bUcUrdU UuSSW^3

@ aeUcu XQT^SX_ TU\c bUSebc_c ^QebQUc i VQ] _bQ @ ^USucYTQT%eUTU cUf^b` QdQ U^ \SQbaet cu
UrdU^TU`_bY^SQ QSYQT] _bQ sbt_ ^QebQ GU^TSU aeUc_] _c ^QebQ] UrdY^SQ Q] TU XQSube^Q S_cQ%
SeQT_ ^_ `TU] _c XQSub_ cY_ XQU] _c% _baeU\ aeU Uc] sc S_] x^] UrdU\Q] QT_ VQ ^QebQUj Q^
`Ud] YU TU\Q] Y] Q% TURIT_ QQVx^TUWsd_ TU^Y] `UTY Urd e_RcdSe\ aeU Uc UhdurcUSQ QVQf_je^dT4i Q
cuQU^VQ; QSeUdT TU UrdU^Y] Yrd%QS_ ^cd^SW^TU SeU^_% TU\c _RZUc Uhdub^c' @Y^SQ QSYQT
] _bQ ^_ S_ ^cYcu U^ ^rV^e^QTU UcdQc S_cQc4_ Ub_ RYU^U^VQdQTU YSYQSW^4_ VQ^Ubj QTUe^Q
YSYQSW^S_ ^dQbQ4_ VQVQdQTU] _d^_c ceV5UrdUc QVQfYcd% QdQ YTeSbi UhsQ U Qsd_ TU VQf_je^dT% VQ
^Ubj QTU\c] _d^_c Q^ QdUrdUc U^cUrd^ S_ ^dQY` C Q] R_c tcd_c`eUTU^ cubUcUd_c U^e^Qc_VQ4i cu
`eUTU TUSbU^e^Q` QQRbQ%aeU VQ Y^SQ QSYQT] _bQ S_ ^cYcu U^VQ_ `c^SW^_ VQdQTU YSYQSW^

DQbQTQbQW^_c UZ] `^c TU Ucd >QRVd^S] _bQ i ^Q] eZbTU WQ^X_ ^bi VQSQd^QT` eUTU dUbe^Q Y^SQ QSYQT] _bQ` QdQ
`b_cdb^UcU Qce UcsQf` I ^ ^W_ TU WQ^Q] _bi U TURubTU cec` QTBuc%_b_ dnd_ `eUTU cubY^SQ Q] TU] QdQbQce` QTB i ^
X_] RBU] ei VQcSY Q^U^U SQc_ TUSUbQc_ ` _b^e^YTQTUc i

durhQSY_~uc% U^QecU^SQ TU dQUc i dQUc hucdbSSY_~uc% eUTU^clubY^SQ` QSUc TU QRcdU^UcU TU WQdW5Qbce \eZbQ
I ^R_hQSX_~u^dQUc i dQUc S1Se^cdQ^SQc% eUTU clubY^SQ` Q TU QRcdU^UcU TU d_] Qb\QRURYTQVeUdu I ^X_] Rdu
] ei TQV^_` eUTU clubY^SQ` Q TU UZUSubQ5d_c RU^f__c Qe^U^U] WV_% Q TUcU_ TUce`b_c` UbTQT4cU%QVh^_c
`eUTU^clubd^RQZ_ U^`_TubTUe^QTYc`_cSYW^fW%aeU` eUTU^clubY^SQ` QSUc TU Q] QbQ_c aeUc_`^] sc TYW^_c TU
ce Ucd] Qi QVU5d` I ^VeUdu XsRY_ TU\Qf_YhET% e^Qd_ WQQT_ TU cQ^dTQT% eUTU^SQecQbe^QY^SQ` QSYQT] _bQ TU
Q] Qb\Q] QYTQT U^WU^UbQ%` eUTU^XQSubaeUe^X_] Rdu ^`_` eUTU d_] Qb\Q_S_] `QSU^SQ U^`_Uc_~Qc_ S_cQc
`UfUcQc4_ UUMVb^` QfQT_ S_`^` BUWBU^SQ Qe^QfYTQfYhE_cQ M`_b_d_ QQT_%e^Qd_ WQQT_ TU] QYTQT XQRyE_Q
`eUTUcU^Qbe^X_] Rdu RQZ_ e^QY^SQ` QSYQT` QdQ Q] Qbi UUMVb\QcQ^dTQT4

6aeU` eUTU clubTU edYTQT` QdQ_RcUf QbUcdQTcd^S^W^TU\QY^SQ` QSYQT] _bQ%QcQRUB TU QaeU\ aeU Uc WU^UbQ i XQRyEQ% \ aeU Uc
`QdSe\Qbi _SQcY`Q\ D_be^QY^SQ` QSYQT] _bQ WU^UbQ i XQRyEQ% U BUWUb_ Qe^QY^SQ` QSYQT U^U S_bQ w^TU d_T_c\c UZUSbY_c` Q5d_c TU
f_je^QT TU Ucu d^_QdQfTc TU e^QY^SQ^W^VQ i XQRyEQ% e^XQRyEQ i TUSQbwTUMU5d_ VQd TU e^S1Ud_ d^_ TU YSY^QSW^` 6cU%e^
X_] Rdu] ei] Q SQcSdub` eUTU clubY^SQ` Q TU UZUSubdQUc Q5d_c TU RU^Uf__U^SQ%_] _`_d_%aeU Ucd \U^_ TU ReU^Q` QdEhUj Q%_] x^] U^W
UZUSbU i e^X_] Rdu Sei_ S_bQ w^Uc XQRyEQ U^UfQSU_ TU QWQTUSY_ YU^d_% eUTU clubY^SQ` Q TU UZUSubQ5d_c TU QWQTUSY_ YU^d_ QdQfTc TU
UcU TUMU5d_ TUSQbQT_ TU e^QY^SQ^W^QWQTUSY_` D_b` QdSe\Qbi _SQcY`Q\Y^SQ` QSYQT] _bQ% U BUWUb_ Q\QY^SQ` QSYQT TU\Qf_je^QT_ U
S_bQ w^Qe^Q5d_` QdSe\QbQdQfTc TU\QVeUj Q_ TUMU5d_ TU] _d^_c` BUcU^Uc% TU Ucd] e_c` BUcU^dT_c Q\QfYcdTU\Q_S_] `BU^W^W^
UcdU_SSQcY`~&GYUc QcU%aeU\Qf_je^QT Ucd cU] `BU TUUd] YQT_`_`_bU] _d^_] sc VeUdu W^d`^SUC TURU cU] `BU dU^Ue^QY^SQ` QSYQT W^
UcdU x] d^_` cU^dT_% QdQ Q5dEbQ\ aeU Ucd XQSU4aeU ^`_VeUd`_`_cR\U^W^SeQaeU bSQc_%aeU\Qf_je^QT TURU W^Q Q5dEbQYTQ^W^U^S_`^dTU
] _d^_` aeU dU^U QX_bQ%`_cYUdQ^`_d TQc\Qc_ S_cQc%Q] Q_bfU^dQ` QdQYT^SbU\Q& \`b] Ub_ TU Ucd c d^_c TU YXQRYTQT] _bQ aeU cU
VQ] Q_S_] x^] U^W`_`_bU ^`] Rdu TU\QY^SQ` QSYQT4`_baeU\Q` QQRbQ^U^ce cW^WQ5QT_] sc`b`Y i _bW^Q%W^U^U QUSW^S_`^QW^k^TUMU5d_
YT^SQT` M Ucd cU_RdU^Uc_Rdu d_T_ U^`] Rdu TU>SQ` QSYQT d] RY^TU`_dQSeU^d3d`_baeU%_] Q^Uc` RculfQT_%Q` QQRbQ>SQ` QSYQT%
U^ce ec_`_bW^Q i] sc S_] x^%Uc e^d b] Y_ BUQd^_4i dU^U U^Uc` U^d_ Q\Qf_je^QT i U UcVeUj_%_] _U^U SQc_ TUce`_`_UcU% S_] _
YceV5U^W` QdQ\UfQbQ SQc_ VQ_S_cQTUcUQTQi cU XQ^UcV b] QT_`6X_bQ` eUTU XQRub] sc TU e^Qc` U5d_ i c_] RbQ TU UcdU%`^BUc` U5d_ Q_c
Q5d_c aeU cU TU b^Q^TU e^XsRY_ VZ_ i VeUdu^aeU`_d_c aeU cebU^U^cW_ TU`_SQcY`~uc` dQ^cYd b] c i SQecQc` 9U XU5X_ VQf_je^QT i UcV b] QcU U^
S_`^dQ% TYWU^W TU_c Q5d_c` BUcU^Uc TU\Qf_je^QT_`_U^`~W^k^SQc`_Y_ QW^QRU^W^Y^MSX_c Q5d_c cUQ^_SQcY`Q\`_XQRyEQ4`_baeU Uc_`
clubQce`_`_Ub\Qf_je^QT W^U^Q Q5dEbQYTQ^Q] U^_c TU clubW^U^Q Q5dEbQYTQ^%_ U^` Dub_ c^U] RQbW^ce f_je^QT i `eUTU clubUcV b] Qb S_`^dQ
VeUeb_c Q5d_c TU\Qf_je^QT%_f_`VSY`~uc` aeU` eUTQ^dU^UbVeUd%_] _cUfU^U^QTYcd^SQ B_ Uc`~W^k^Q S_`^dQ^SSW^%e`_`_UbaeU_c Q5d_c
TU\QTUe^Qc`_QfUj_% eUTU^UcdQbU^S_`^dQ TU_c Q5d_c TU\Q U^`_d_ dU]`_4i` eUTU XQRubTUcU_c i UcVeUj_c` QdQ` BUfU^b_ UhsQbVeUeb_c
Q5d_c TU\Qf_je^QT4`_Ub_ dQUc TUcU_c i UcVeUj_c`_c`~W^k^` eSX_c SQc`_c%eUfU^YceV5U^Uc i fQ^`_QdQfTc TU\QVWj Q TU\Q_S_cde] Rdu B
SeQ^T_ VQ`_SQcW^`_ TUf_jeSY`~uc`QVeUj Q TU\Q_S_cde] Rdu i ce` Ucd d_T_c\c TUMU5d BUc dQ_`_`_cSYW^`^`_UcdU cU^dT_%e^X_] Rdu` eUTU UcdQb
U^TUCWQSQQTUcSQfYhET i VQcUfYTe] Rdu Qe^VeUdu XsRY_` Dub_` eUTU clubBUQd^Q U^W VSYXQSube^Q] _TYWQSW^%`^BUc` U5d_ Q dQUc
Q5d_c VeUeb_c%_] _`_c`^cW_`_SQcY`Q\ i dQ^cYd bQ4`_baeU U] _d^_`_ SQecQ dQ^cYd bQ^eYUcd` BUfYcd%Q] U^eT_` eUTU clubV5X] U^W
UfYQT_`_UfYQT_` 6 SQecQTU Ucd%QY`_`_cRYYTQT] _bQ aeU QcYcdU Q_c XsRYd_c VZ_c%Uc` USQ] U^W_RdU^U U^`] Rdu TU>SQ` QSYQT` M
U^d`^SUC%_] _VQf_je^QT` eUTU BU] _d] U^W U Y^TYbU5d] U^W BUcYdUcU Qcu] Yc] _% XQSub_ U^fQ`_W^U SQc_ TU_c XsRYd_c VeUdu4`_b\`
aeU\QbQ w^` eUTU BUcYdUc` BUcU^W QdQfTc TU\QVWj Q TU\Q_S_cde] Rdu BSeQ^T_ VQ`_SQcW^`_ TUf_eUfU^QVeUj Q TU\Q_S_cde] Rdu i ce` Ucd
d_T_c\c TUMU5d BUc TU dQ_`_`_cSYW^`^`_UcdU cU^dT_%e^X_] Rdu` eUTU UcdQbU^TUCWQSQQTUcSQfYhET i VQcUfYTe] Rdu Qe^VeUdu XsRY_` Dub_
`eUTU clubBUQd^Q U^W VSYXQSube^Q] _TYWQSW^%`^BUc` U5d_ Q dQUc Q5d_c VeUeb_c%_] _`_c`^cW_`_SQcY`Q\ i dQ^cYd bQ4`_baeU U] _d^_`
` SQecQ dQ^cYd bQ^eYUcd` BUfYcd%Q] U^eT_` eUTU clubV5X] U^W UfYQT_`_UfYQT_` 6 SQecQTU Ucd%QY`_`_cRYYTQT] _bQ aeU QcYcdU Q_c
XsRYd_c VZ_c%Uc` USQ] U^W_RdU^U U^`] Rdu TU>SQ` QSYQT` M U^d`^SUC%_] _VQf_je^QT` eUTU BU] _d] U^W U Y^TYbU5d] U^W BUcYdUcU Qcu
] Yc] _% XQSub_ U^fQ`_W^U SQc_ TU_c XsRYd_c VeUdu4`_b\` aeU\QbQ w^` eUTU BUcYdUc` BUcU^W QdQfTc TU\QVWj Q TU\Q_S_cde] Rdu B
SeQ^T_ VQ`_SQcW^`_ TUf_eUfU^QVeUj Q TU\Q_S_cde] Rdu i ce` Ucd d_T_c\c TUMU5d BUc TU dQ_`_`_cSYW^`^`_UcdU cU^dT_%e^X_] Rdu` eUTU UcdQb
U^TUCWQSQQTUcSQfYhET i VQcUfYTe] Rdu Qe^VeUdu XsRY_` Dub_` eUTU clubBUQd^Q U^W VSYXQSube^Q] _TYWQSW^%`^BUc` U5d_ Q dQUc Q5d_c VeUeb_c%_] _`_c`^cW^`_`_`

Qd^c TU\Qf_je^dT% ce bUcYdU^SQYceVbU^du4i Ucd_ Uc_] sc S_] x^] U^du U SQc_ d] RY^ ~SeQ^T_ celWU^_c Qd^c TU\UeUdu XsRYd'

G^U] RQbW_%Q_ aeUclUQCbU^BUQSW^S_ ^YXQR^YTQT_] _bQ%U^SQTQd^_ TU\UQ%aeU\Q` QQRbQYSQ` QSYQT cUedYQ U^e^cU^dT_] ei TYUduTUce Y_ ` _bQSW^_bW^Q_ @` QQRbQcW^WbSQ_c_ Q] U^du e^QYSQ` QSYQT ^QebQ%U^Uec_ QTUSEQT_ TU\Q_] Y_ Q4i cU Q` \bSQdQuc SQc_c%w_ U_ aeUe^Qf_je^dT` bUcU^du _QYSY^QSW^Q\Q_S_cQ%_ ^bUc` USd_ Q\QaeUe^Q` Utc_ ^QcUTbUaeU Uc YSQ` Q` %Uc ce` _cQRU_ B_ ` eUTUTUSYcUS_ ^fUbtQT%TUQSeUbt_ S_ ^Uec_ _bY^Qb_ TU\U^VbQZ%aeUe^X_] RbU] QYb_c_ %aeUclUQ ^e^SQd^] QYb_c_ %` _eUTUc_cdu^Uc_] Q^_ Q_ W_ \ UQb% aeU t\ ^_ Uc SQ` Q_ TU_] _cdQbce R_ ^TQT fUSY^_4_ aeUe^R_ bQbX_ %TUz aeUce Q` Udd_ ^_ cUQd^V^Udu%` _eUTU] Q^du^U^Q_S_` Q TUce R_ SQ: ^U_] sc Ucd^Sd_ TUS_b_ TUUh` bUcW^e^X_] RbU dU^Ue^Q S_cQU^ce` _Tub%Yuc aeU\ dU^U^ce UUSSW^%_ U^ce UUSSW^3e^X_] RbU i ^_ cU` eUTUTUSbBUQ] U^du aeU Uc YSQ` Q_ TUXQSub e^Q_S_cQ%SeQ^T_ t\` eUTUXQSub_ cYaeUdu GU^bU TU^V_ QYQTUSEQTQ%aeUe^Q` Utc_ ^Q^` _eUTU bUQYCb\Qc QSS_ ^Uc Uhdub_ bUc% aeUc_ ^TU U^TY^du TU Qd^c TU\Qf_je^dT% \QSeQ cU\Uf QbQ SQR_ S_ ^VQSY^TQT%YU Qd^c TU\Qf_je^dT UcdRQ^` bUcU^du` M cY cUTbUYS_ bUd] U^du^aeU ^_ ` eUTU\Uf QbQ SQR_ UcQc QSS_ ^Uc f_je^dTQc Uhdub^Qc%Qc SeQuc TU U^TU^TU\Qf_je^dT%Uc U^ QV^_c Qc` USd_c_] sc YQTUSEQTQ] U^duTY^ aeU t\ Uc YSQ` Q_ TUUZbSb_ c Qd^c TU\Qf_je^dT Qcu] Y_] _c4` _baeU Uc_] sc UfYU^du] U^duVQcQ%_ ^bUc` USd_ Qtcd_c%aeU ^_ ` eUTUcYf Qb` QbQTUSb_ %Uc e^Q_S_ ^dQTbSSW^VQ^SQ] U^duUc TUSb%aeU ^_ ` eUTU aeUdu^cY_ XQSub_je^dT` MU^UcdU SQc_%` cw_ Uc fUbtQT%aeU Uc VSY` QbQe^X_] RbU QXQSub\Q_S_cQcY_ XQb% Ub_ U_] ei T^c` eUcd_ Uc U_ XQSub^SeQ^T_ e^Qf U_ aeUXQaeUbt_%U bUQYQ\Q_S_cQ4i ^QTQ] sc aeUaeUTQ` _bXQSub D_b_ dQ^%U^UcQc S_cQ%TU QdReb^YSe] `Y_ Y^d_ Q\QVQd^TU` _Tub_ XQR^YTQT%` Uc Zcd^4` _baeU\ aeUaeUdu^%` Uc e^` _Tub%Y_ e^cU b T^c` eUcd_ =Q VQSe\DTUc TU\Q_] U^du% e^QSQ` QSYQT TU\Q` QebQUj Qi d_T_ \ TU_] sc%eVbU^du% Ub_ e^QT^c` _cSW^3^QTQ Uc aeUubcY_ e^Qf_je^dT'

GUSY^J'

: ^SeQ^d_ Q\Q^_ S^TU\Q\YRUbQT i TU\Q6WU^SQ_] _bQ'

: \cW^WbSQ_ SQb_ i UfYU^du TU\Qc` QQRbQc \YRUbQT i \Q\YRUbQT%U^U_ U^VbQZ_S_] x^%Uc U_ ` _Tub%Q_ ` _bae^YTQT_ fU^dQZ%TU aeUSeQaeYUdu dU^U^Q_ aeU U_ \Q SQ C U^ _dQc` QQRbQc%ce UcdQb\YRU TU _RcdSe\c_ Y_] UTY_ U^d c U^VQV_b_ Q TU XQSub% \Uf QbQ SQR_ U^SeQaeYUdu Qc` USd_ %UW^ce f_je^dT` & MQ_S_ ^dQb_ TU\Q\YRUbQT%SeQaeYUdu cUQ U_ ^] RbUaeU ^_c _d_c \Q_ Q_] _c` _bUc e^Q` Utc_ ^Q TU cU b_ RcdSeY QT_ _ ^_ ` eUTU\Uf QbQ SQR_ S_] _ t\aeUdu% cUXY_ ^USucQb_ XQSub_dQ_S_cQ

GYUcd aeU XU] U^SY_ ^QT_ Uc U_ cW^WbSQ_ TU\Q` QQRbQ\YRUbQT%U^Uec_ _bY^Qb_ TU\U^VbQZ^S_] _S_ ^U_ aeU ^Vb^_ aeU XQ` Q` bU^TY_ QXQRQ% Uc \YRU TU` bUZeSY_c%UWQs4U^d` ^SUC fQ QcUWb%aeU U^VQ_S_ bUSSW^TUUh` bUcW^%Y\YRUbQT%Yce S_ ^dQb_ %eUTU^cU bQdReY^TQT QTUSEQTQ] U^du QSeQaeYUdu bU_ S_cQ%Y_ VQaeU dU^U^Q VQSe\DT%U_ ` _Tub_ VQ` b_ Y^TQT%_] _ cU\Q_ Qf_je^dT` D_b_ aeU cU` _cU TU f_je^dT%` _eUTU dU^U^Y^V^` _Tub_ VQ` _bae^YTQT TU XQSub TUQSeUbt_ Qce f_je^dT%YcU b^USucQb_ c` QbQSeQbU^S_ ^dQTUce f_je^dT%YcU UY_ Y^TQaeU QsdU_S_ ^V_b_ U s UQ M` _b_ dQ^d_ XQRQb TU\Q \YRUbQT% Q_S_ ^dQb_ %_] _ ` Udu^USU^du Q\Q` b_ VQf_je^dT U^cu] Y_] Q%` Uc XQRQbReU^cU^dT_ 4cYz_ VQ_] _c TU cU^dT_ i cY^ cU^dT_ %_ bU cW^WbSQ_ _bW^Q_ i QTUSEQT_ TU` QQRbQc` SdQQU

J_je^dT] Yc] Q^_ Uc e^QWU^daeu dU^Ue^Qf_je^dT3U^_TubTU UUMW^W^cu%_ dU^Ue^_TubTU UUMW @ aeU dU^U U
_TubTU\Qf_je^dT Uc U X_] RbU%_ U Q] Q% f_ U^_TubTU\Qf_je^dT`b`Y M U aeU dU^U Q\VRubQT TU XQSubS_~V] U Q ce
f_je^dT%Uc U QWU^daeu Ucd`_cUdT_ TU\Qf_je^dT4i ^_ \Qf_je^dT aeU Ucd`_cUdT_ TU 9 U5] _c S_ ^`b`Y UQT%aeU e^Qf U
TU ZQceUd_ dU^U U^_Tubi \Q\VRubQT TU f_ Qb^ U b_ ^_ aeU U^_TubTU ^sZb_ TU feU_ dU^Ue^_TubsbT_ \VRubQT TU f_ Qb
Gub\VRU Uc \Q`b`Y UQT TU e^QWU^daeu Ucd`_cUdT_ TU`_TubUc i QSe^dTUc%Qd_ S_] _cUQ Qcded% QYU^dU^WU^Uc_ %
SU_ ' G^ U] RQbW_ %UcdQc SeQYQTUc c_ ^\Qc`b`Y UQTUc TU\Qc`Uc_ ^Qc4i ^_ \Qc`b`Y UQTUc TU`b`Y UQTUc'

=Q T_c S_cQc S_ ^dQbQc Q_ aeU cU\Q] Q\VRubQT U^U\U^W^QZ S_] x^ I ^QTU U\Qc Uc \Q Ucd dSSW^4TU_ S_ ^dQb_ cU\Q] Q\Q
W^Uj Q%QS_ QSSW^i S_ QSSW^4aeU Uc cubTU e^Q`Uc_ ^Q UaeU bT_ `QdXQSube^Q S_cQ U^S_ ^dQ TU ce f_je^dT`:_ _d_ Uc \Q
ceZSSW^4Q SeQ Uc%Q ce f U_RcdQSeY QTQ% ^_ dU^U^_Tub` QdXQSubS_~V] U Q ce f_je^dT` DUb_ _ aeU ^_ dU^U f_je^dT%_
^eUTU^cub_RZd_ TU Ucd c 8 C G6 G^ ^U SUCY_ TUSb_] U^_c U^Ucd WQ^_%U Gb @S_ U XQRubUcd QRUSY_] Yc] _ ceSUCY Q] U^dU
S_ ^dQ^ WQ^ S QdY QTU^W^ ce: ^cQ_ c_ RbU U U^dU^T] Y^d_ Xe] Q^_'

DUb_ e^Q S_cQ] sc XU TU cU V Q QbS_ ^bUc` USd_ Q_ aeU fe\WQ] U^dU cU\Q] Q\Q\VRubQT4QcQRU^aeU U^_Tubi \Q_`_b^e^Y QT
`QdQaeUe^_ Q XQSubi \Uf Qb Q SQ_ S_] _ t\aeU bU%_ %Q ce U USSW^%Uc d T_ _ aeU cU U^dU^TU`_ bU\QcY^d_ QbU^U cU^dT_
TU\Q` QQRbQ^SeQaeYUbS_cQTU\QSQecQTU UcQTU S YW^4_ U^QRc_ led_ dU^U^T_ U^SeU^dQ\QV] Q U^aeU\Q`Uc_ ^Q\UW W Q
dU^Ube^Q f_ \SW^dUc4cY^eU SQecQT_`_bQW^ ^_ ^d_ UhdU^_% cUcW_ XQRbQ YdU^Q4cYcU TUdUj Yw`_bQV^e^c f_ \SW^
Q^dUSU^U^YdU^Q% cY_SebW^cY^e^QSQecQ4cYcU S_ ^USd_ ^USUCQbQ] U^dU S_ ^QW_ Q^dU^b% ^_ Ucd S_ ^USd_ ' 9 UZJ aeU\Q
`Uc_ ^Qf YU^U`_ bce U USSW^TU SeQaeYUb] _T_ %Y U] RQbW_ %Y Uc SQ` Q % ^_ XQ ^QTQ U^V] Q TU_RcdQSeY Qbce
V_ U^d_ i \Q UZSeSW^TU ce f_je^dT%U X_] RbU Uc` U bUSd] U^dU\VRU^TU QSeUdT_ S_ ^\Q Y TUQ` b^SY Q i S_] x^ TU\VRubQT'

@ aeU cU XQT SX_% eUTU cubce VSW^d` QdQ] _cdQb_ aeU cU U^dU^TU`_b\VRubQT%TU QSeUdT_ S_ ^\Qc_ ^SY`Uc S_] e^Uc TU\Q
Xe] Q^TQT% U^V Q QSU SW^XQRbQ i `b^SY Q TU\Q` QQRbQ] Qc \Q` QQRbQ%_] _ U ecQT_`_b_ c Qd Y^Q^_c% U Q W Q^_c%
d c%aeU cU`_`_U^_ c SQf Y^cQc% dU^Ue^c W^W^SQY ^d_ dQ] U^dU TYU^dU: cdQ f QbQc S_cQc` U dU^USU^Q ce ^_ SW^TU\Q
\VRubQT` *' E eU S_ ^cY dU U^e^_TubTU Qed TUdUj YQSW^TU\Qf_je^dT% e^Q SYU bQc_RUbQ^TU\Qf_je^dT dU^Uc_RbU cu
] Yc] _i cec`b`Y c Qsd_c% ^_ aeU TUdUj YQcec`b`Y c f_ \SY`Uc4Q W^TU ^_ TU` U^TUb^W^cec TUdUj YQSY`Uc^W^SeQaeYUb
SQecQcY^aeU U\Q] Yc] Q%YcU TUdUj YQ`_bSeQaeYUbS_cQ Q^dUc TUcec`b`Y c Qsd`c' + @Y^TYU^W^SQ` U dU^USU Q\Q\VRubQT
U^ce ^_ SW^TU U\Q% aeU\Q] U^dU% bUf_ Q Qsd_ TUf_je^dT% QcUQ U^ UbeY^Y^', ' 8_ ^d^W^SQ Uc_dQ S_cQaeU` U dU^USU i
Uc Uc^SQ` QdU] Yc] _4^_ U^V Q QSU SW^S_] x^ TU\Q` QQRbQ^QaeU XQcY_ i Q U^ \SQ Q% Ub_ U^W^Qb TU d TQ ^USUCY QTQ%
SeQaeYUbS_ ^U^W^WQ] TUdUj YQTQS_ ^e^_ S_ TU RQcU_ bQ W^TU ce U^dU^SQ Q^dU^b Ge`_ ^U^V Q Uc U^SQ TU\Q\VRubQT
dQd_ `QdQ S_ ^cY dU U^UcdQc S_cQc%aeU Q] U^_c aeU\Qf_je^dT TU X_] RbU cUQ\VRU^W^Ucd cU^dT_ %_ dU^U f U bQTU bQ\VRubQT%
V SQ^dT QT aeU cUQ% ^_ eUTU UcdQbU^ \VRubQT` QdQ QSeQb TU QSeUdT_ Q ce f_je^dT` i ^QWU^dU] _bQ Uc e^cUbaeU Uc SQ` Q] TU
QaeU\Qc QSSY`Uc aeU dU^Ue^Q SQY QT] _bQ i aeU QTU SeQTQ] U^dU`eUTU TU^_] YQbReU^_] Q_ U^e^cU^dT_] _bQ%
f Yb_ cQ_ fSY_cQ% QRU_ TUWSc_ c' DQdQ\Q W^SQ] _bQ` U dU^USU e^Q VQSe^dT] _bQ% U cU^dT_ TU RYU^i U] Q] _bQ%
TU e^Q S_cQ dQ S_] _ U TUcU b_] t bQ %TU\Q QQRQ` Q_ \Q Se` Q%U S_] `U^cQ_ SQcdW^4

dU^UTUcubY^eU^SQT_c U^cec QSSY^Uc`_bYSU^ndf_c_]_df_c_]_bQUc%Wh`eUcdQc Q\QfYcdQTU\Q
S_]`bU^cYw`i\QbQj w^%QdQ`QdISY QbQe^QdS`^TeSdQS_~Vb] UQ\QVQSeYdQT]_bQ':\c_\Uc] ei UhsUu^nd
i RU^UWdY_c_ U^ce QSSW^i ce Y^eU^SQC_RbU\QdUdQ^W^U SQU^nd] Y^nd i XQSU^T_ aeUTQce V^ed_4`Ub_
^_Uc e^QWU^nd]_bQ3ce QSSW^Qe^aeU ReU^_%^_Uc fY^e_c_] UbQ_bY'; eUW_ aeU UcdQ\Q U^e^Q S^eTQT%
i S_~ce] Ue^QWQ^`QdU TU U\Q\Uc] ei dQfYUc_ U^ce V^eSY^Q] Y^nd_4`Ub_ ^_Uc e^QWU^nd]_bQ3_ aeU
^_Uc TUUdSc_c_]`USQ] Y^_c_%_] UuSUT_bUc TUSQcdW_@Qc SbQdQc Y^eSY^Q\Uc ^_c_^QWU^ndUc
_]_bQUc3\Qc QSSY^Uc TU QW^c TU U\c c_^] ei bU^ndR\Uc i QWQQTQR\U4_d_b c c_^] ei XbU^ndUc3cY
U] RQdW^Q\ fUbaeU^_dU^U^VQSeYdQT]_bQ%_ U cU^ndT_ TU TUCYUd_% ^_ QdKQ^TU\Q UAUSSW^V^eQTQ`_b
VQS_]`bU^cYw^%

6aeUSQUcUWQcQ^aeUXQ e^Q TWU^SQU^ndU\Q6WU^SQSbSe^cd^SQ]_bQ TU e^QWU^ndU e^ceZd'@ \Q]_SbSe^cd^SQ%QaeUcU
U^SeU^ndQcW_ U^Q TWU^SQU^ndU\c YSU^ndf_c_]_bQUc%_b_c_ aeUc_^ceSU^dRUc TU fUcU Y^eY^c%UcUeYdQ^ndU TU\Q TWU^SQU^ndU\Qc
SbSe^cd^SQc`i ^W_RUb^Q^ndU^aeU QdKQc_\Q] U^ndU^SQ^ndT TU dQ^%_Uc SQ`Q TUcubY^eU^SQT_`_be^Q\U]_bQ% cec cQ^SY^Uc TU
Q U^nd Qc i`b] UcQc%WU_]`U^cQc i SQcdW_c%_]_U dU] QUC4Qe^aeU Q] R_c`eUTU^UcdQbY^eY^c`_be^QSU^SQTU RY^i TU] Q]_bQ'
M`_b_] dQ^nd \Q6WU^SQ]_bQ TU GUbGe`bU]_%aeU QdKQcW_ U^VQSQ QSTQT TU e^W_RUb^Q^ndU XQSQ cec SbQdQc% ^e^SQS_]_ceZd`%U
TWU^SQU^ndU^aeU U\Uc`Ud_ TU\Q6WU^SQ]_bQ TU\c cUUC Y^ndU^ndUc SbQc`c`@Qc QSSY^Uc TU9Y_c% U^`QdSe\Qb_c_ aeUcU UZbU_]_e^
W_RUb^Q^ndU]_bQ%U^U^SQWbSY^Uc]_bQUc%_c_^]_bQ] U^nd ReU^_U^U] sc Qd WQc`G_^] sc`UbUdQ] U^nd cQ^nd i Zcd_4i XQ aeU
S_~SURb_]_Y^eU^SQTQ^W^U WQc`] sc Qd_%_b_ aeU%_bU^SY Q TU dT_c_\c TU] sc%Uc`b`YQ] U^nd e^QY^ndU]_bQ4fU^RWQSQ U
RU^nd]_bQ aeU p\U U^ndUc i dQUc S_cQc%`_b_] dQ^nd`p\Uc^W^U cU^ndT_] sc Q TUSeQT_%e^QWU^nd]_bQ\Q^eU^ndU TU dT_Q\QSQ QSTQT
_]_bQ i 6WU^SQ\Q^eU^ndU U\UcdQT_ TU dT_QfY^eT i U RY^nd]_bQ4Qe^aeU U^ndU w^TU ce cUbc`bU]_c_RbU dT_%^_Uc`_c_RU aeU TU RUbQ
UcdQbRQZ \QY^eU^SQU^ndU\Q\U]_TUS_] Q^T_c%b] UcQc_ Q] U^nd Qc%WU_]`U^cQc_ SQcdW_c%_cUc_c_ Q T U^ndU^SQc`@Qc SeQY^QTUc
UcU^SQUc TU e^QWU^nd]_bQ Ucd^U^9Y_c^W^Q] Q`b`UbUSSW^`_c_RU dQUc S_]_VQS_]`bU^cYw^TU`UbRbY\Q TWU^SQU^ndU U RY^nd i U
] Q]_bQ4e^QSQ QSTQT TU T^eSub^aeU\Q TWY^ndT]_bQ i U TU] t bQ`_b_ aeU QW^e^Qc S_cQc_c_^TW^Qc TU U\WY_%_d_c_ aeU] UuSUT
Se`Q i U SQcdW_4i dQ] Rf^e^QSQ QSTQT TU UAUSSW^% \Q UAUSSW^V^eQTQ`_bU U^ndU^nd] Y^nd_% e^Q`_dU^SQTU QdQcTU QSeU^T_Qce
U AUSSW^`_b`QSub% cUbsQ`Q TU XQSubUcQc S_cQc aeU Ucd^U^U^U] sc Qd cU^ndT_\QRU M Qaeuaet S_~cYdU] eSX_ UcQY QWU^TU9Y_c
aeUXY_Q_X_] RbU^#aeU\U]_c%ct^Uc^*3H/%^0% SQ`23/'\$D_bU SeQ_9Y_c U X_] RbU cU T^e^ndU^ndU TU\Qc RUcdQc%QcQRUB U^UcQc VQSeYdQTUc
i`b^SY^c TU\Q^QdQY Q%QSeQ p\Uc SQ`Q TU6WU^SQ]_bQ':^Ucd S_~cYdU U^ndU^nd] U^ndU^nd] QWU^ndU^ndU TU9Y_c4] Y^ndQc aeU\Q
Y QWU^ndU`Y^eQ i]_bQ%W^U aeU U X_] RbU^ndU XUSX_ U^e^`b] Ub]_] U^nd_%_cYcdQ U^aeU\Q UhsU^SQU]_bQ TU\QaeU UcdQRT_dQT`
_d_c_ aeU] UuSUT TU Se`Q i U SQcdW_4i dQ] Rf^e^QSQ QSTQT TU UAUSSW^% \Q UAUSSW^V^eQTQ`_bU U^ndU^nd] Y^nd_% e^Q`_dU^SQTU QdQcTU QSeU^T_Qce
TU QSeU^T_Qce U AUSSW^`_b`QSub% cUbsQ`Q TU XQSubUcQc S_cQc aeU Ucd^U^U^U] sc Qd cU^ndT_\QRU M Qaeuaet S_~cYdU] eSX_ UcQ
Y QWU^TU9Y_c aeUXY_Q_X_] RbU^#aeU\U]_c%ct^Uc^*3H/%^0% SQ`23/'\$D_bU SeQ_9Y_c U X_] RbU cU T^e^ndU^ndU TU\Qc RUcdQc%QcQRUB U^UcQc VQSeYdQTUc
i`b^SY^c TU\Q^QdQY Q%QSeQ p\Uc SQ`Q TU6WU^SQ]_bQ':^Ucd S_~cYdU U^ndU^nd] U^ndU^nd] QWU^ndU^ndU TU9Y_c4] Y^ndQc aeU\Q Y QWU^ndU`Y^eQ i]
bQ%W^U aeU U X] RbU^ndU XUSX_ U^e^`b] Ub]_] U^nd_%_cYcdQ U^aeU\Q UhsU^SQU]_bQ TU\QaeU UcdQRT_dQT`_d_c_ aeU] UuSUT TU Se`Q i U SQcdW_4i dQ]
Rf^e^QSQ QSTQT TU UAUSSW^% \Q UAUSSW^V^eQTQ`_bU U^ndU^nd] Y^nd_% e^Q`_dU^SQTU QdQcTU QSeU^T_Qce U AUSSW^`_b`QSub% cUbsQ`Q TU XQSubUcQc
S_cQc aeU Ucd^U^U^U] sc Qd cU^ndT_\QRU M Qaeuaet S_~cYdU] eSX_ UcQ Y QWU^TU9Y_c aeUXY_Q_X_] RbU^#aeU\U]_c%ct^Uc^*3H/%^0% SQ`23/'\$D_bU SeQ_9Y_c
U X_] RbU cU T^e^ndU^ndU TU\Qc RUcdQc%QcQRUB U^UcQc VQSeYdQTUc

D6FH ➤

: ^T_ ^TUUc UhQ] YQT_ cYUc_ `eUTUclubSeQaeYUbdY_ TU\RUhQT TU\Qf_je^dT%G QaeU\QU^ \Q
aeU_ c Qd] Y^Q_ c D@8: @QUCU^SQTU\Q\RUhQT TUd_T_c _c QW^dUc] _bQUc4McYT6XQS_ cQ
^e^SQ

; eU_ `eUTUS_ ^SURYtU

GUSY^>

EeU] eUcdQ\QYS_ ^cYd^SQ] Q^YUcdTU\Q^ S^Q^ Qd] Y^Q_ TU\Q\RUhQT TU\Qf_je^dT%aeUS_ ^cYdU^Qf_je^dT TU
 \Qced^TudUj YQSW^TUU^UWQ

HU^UbQfY_ d] QTQ`_ b\Qc S_cQc aeU cUQ^ ^USUcQbQc `QbQ_RcUfQb% ^bUc` U5d_ QcW^W5QT_ TU_ c` b^SY QUC dUj Y_ c
i VQcUc XU5XQc ec_ TUU^S_ ^d^fUcYQc bUQd^Qc Q\Q\RUhQT Xe] Q^Q% U^` QdSe\Qb_RcUfQT_ _ aeU\Q\RUhQT Uc TU
QSeUd^ Q\Q\W^eQS_] x^i TU\Q^ bUXU^cW^W^UdQ TU\QXe] Q^YQT% _ aeU Uc dQ_S_] _ cU U^dU^TUi] Q^dU^Y_ ` _b
Qd] Y^Q_ c4Db_SUT_ QS_ ^cYUcQb\QYUQTU Qd] Y^Q_ TU\Q\RUhQT TU\Qf_je^dT% \Qce` eUcd^ ^USUcYQT TUaeU U^W^TU
 \QW^SQT] _bQ% `QbQSeQaeYUdQTUclubSQ] Q TUfYUeT_ U^fY5Y% TURYTQ] U^dU U^dU] QTU] Q^T_ ce QR_WQT_%W^ WY_
 Se\ Q% b] UcQc Q] U^Q Qc%W5_] `U^cQc_ SQcW^c4_ cY_ aeU cU XQTUcSbQ%Q_S_] _ _ U^dU^TU` _b\RUhQT U^U
 \U^eQZU_] x^%` cUQceV5U^dU% \Qx^SQ\RUhQT% aeU XQSU_ `eUTU XQSubSeQaeYUdQe^QW^dU] _bQ% Qcu
QTUSeQTQ] U^dU U^dU] QTU UcdQc S_cQc': ^UcdQ` QdU^aeU dU^Tbs U^SeU^dQcYdQ S_cQcUQ` _c^RU_ Y] QW^QRU^6_] _ \Q
 \RUhQT TU\Qf_je^dT%aeU Qd] Y^Q_ c YcYdU^U^4i `b_SUTUbs Q\Q YcdeSSW^%YdQ d^ TU\RUhQT cUQ ^USUcQb_ `QbQ\Q
 QW^SQT] _bQ% S' U^QcW^eYU^dU` QdU

MU^` b] UbleWQb%_i QS_ ^cYUcQb\QYUQTUe^`_ TUbTU Qed^TudUj YQSW^TU\Qf_je^dT3U^ \QaeU^TU QSeUd^ S_ ^_c
Qd] Y^Q_ c^U^aet S_ ^cYdU UcU^SQ] U^dU] sc \RUhQT TU\Qf_je^dT4i TU] _T_ Uc` USQ QYfUcdWQ% QcUQ^ _S\Qd] U^dU
QRcelb_% e^QYS_ ^cYdU^SQ] Q^YUcdQ%e^` _UbaeU\Q` b` YQf_je^dT TUDUj YQd_T_c _c Q5d_c \RUhQT TU\Qf_je^dT

6aeU^_f_i QYcYcdU^ \QWQ^YS_ ^fU^U^SQTU dUc VUj Qc TU XQRQbS_] _ \Qf_je^dT TUDUj YQ^dU U^cU^` _baeU\Qc QSSY_ ^Uc XQ^
TUclubQdReY_ Q_ c QW^dUc% ^_ QTUSeQTQ] U^dU Q\Qc WSeUd^TUc TU_ c QW^dUc4TUaet] Q^UdQ Y] `b` \QTU XQRQbS_ ^TeSU Q
] eSX_c Ubb bUc%] eSXQS_ ^eCw^%_] _ RCUf Q U GB @S U DUb f_i Qce` _UbaeU_ c Qd] Y^Q_ c%SeQ^T_ XQRQ^TU\Qf_je^dT TU
 \QTUDUj YQSW^U^cU% XQSU^` _bU^cW^W5Qbs U Q] QTYe` eUcdQ] _i QTQb` _bCU^dT_%aeU SeQ^T_ cUXQRQ TU\Qf_je^dT%_] _ U
TUDUj YQ^dU^aeU cW^W5Q^U Q] QU^U UZU5SY TUe^`_ TUbTU\Qf_je^dT% Q5d^QbTU] Q^UdQf_je^dTbQ AUce` _W^ aeU Ucd cUQ
ce cW^W5QT_% _baeU ^QTQ] sc cU` eUTU cW^W5QRQ^eY\Q] sc Wb_cUbQ] U QRcelb_] sc \Q^': ^d_T_c _c SQc_ c%SeQ^T_ XQRQ] _c
TU_ c` _TUDUc_ `b^SY Yc TU Q5d^QSW^% XQSubdUc S_cQc aeUdU] _c TUSbaeU_ c QW^dUc aeU dU^U^Ucd_c` _TUDUc TU Q5d^QSW^%aeU
 _ XQWQ^W^U UZU5SY TU\Qc] Yc] Qc': ^d` ^SUC%TW^TU TUSY] _c% UQUc S_ ^fQ_bTU] Q_b^aeUdU] _c TUSb^U X_] RbU aeU Ucd RQZ \Q
Y^eU^SQTU fQ_b^ UQUc S_ ^fQ_b: ^QaeU TUSY] _c%U Q] _bRecSU_ RZd Q] QT^aeUdU] _c TUSb^Q^ Utc ^QRecSQ Q] Q^dU TU Ucu
 RZd' 8eQ^T TUSY] _c%U U^dU^Y] Y^d T^cSUbU^%_c bUUbQ] _c Q Q] QU^U UZU5SY TU

UcQVQSeIdQT`D_buc_%SeQ^T`cUTbUP^Qf_je^rdT TUSITU`TUDUj YQ^Ucd cW^WbQT`TURUcUb^aeU^Q`Ubc_~Q^U^U UZbSY TUBD_TubTU\Qf_je^rdT i UUSSW^% U\Qj Q^QSeQ^T`TUj`T_f_je^rdT%TUDUj YQ`D_b\ d^rd_%YQf_je^rdT TUDUj YQ`dTQce`b`Y`VRBU QSkQU\Qj Q TU U\c TUDUj YQ`U^U UZbSY`TUe^`TubTU\Qf_je^rdT i \QUUSSW^4_%_aeU^Uc`_] Y`] _%aeU`_c TUDUj YQ`TU UUSSW^4aeU TUDUj YQ`cec`b`Y`c Qsd`c`_b\QUUSSW^TUcec`b`Y`c Qsd`c` GYQf_je^rdT TUDUj YQ`QUUSSW^6 S`~rheQSW^%Qc w^TU^Uc i TUDUj YQ`QUUSSW^4i`_c Qsd`c TU UUSSW^c`^ceZd`c Q`Q`TUSbW^% cW^U^U^Q`S`^TeSd`TU`_d`c Qsd`c TU UUSSW^ M`_b\ d^rd_%YQf_je^rdT TUDUj YQ`dTQce`b`Y`c Qsd`c`VRBU^U^d`^SUC SQ`TQ`Qsd` VRBU TU UUSSW^Ucd`TUDUj YQ`TQ`_`be`Q`U\ Q`rdu`b TU UUSSW^%QUUSSW^TU Ucu Qsd` M`cYUcU Qsd`^bUSUTU^TU\Q`cUbs`d` RY`^e^Qsd` VRBU^U^d`^SUC`_`bUcd`c`b`SY`Y`c`W^Ucd`Qsd`d` RY`^%Qf_je^rdT Uc Qed`STUDUj YQ`T`3Uc TUSbW^Ucd`% TU W^Q` Q`Ucd`Uc`e^Qsd` aeU`U\Qj Q`UWUf_je^rdT Q` U`dU`_%_aeU^Uc`_] Y`] _%Uc`e^Qsd` TUDUj YQ`T`d`TQ`U`_`be^Qsd` Q`rdu`b TU U\Qf_je^rdT`QUUSSW^TU Uc`_`@`aeU`^c`U\Uf`Q`T`bUSd` U`dU`Qe`Q`S`^d`Q`T`SSW^3`_`baeU`ce`_`U`e^Qsd` TU\Qf_je^rdT aeU`^bUSUTU`Q`^b`U`bQsd` TU`d`T`_U`dU`%T`b`W`bi TUDUj YQ`b`U`bUcd`4`_e^Qsd` VRBU TU\Qf_je^rdT`Q`rdu`b TU aeU`U`^b`U`bQsd` VRBU TU\Qf_je^rdT`C TU`_S`^d`Q`Y` TURUj`_c`U`W`Q`b`_`b`W`Qe^Qsd` TU\Qf_je^rdT`%Q`TUDUj YQ`SW^TU`_c`Qsd`c`S`_`c`W^U`rdu`b`U`U`aeU`Qf_je^rdT`^`Uc`Qed`STUDUj YQ`T`_%`_`b`d^rd`^`_`Uc`e^Qsd` VRBU^U^Ucd`^`S`W^TU VRUBQT`S` GYQf_je^rdT`%aeU`U`S`_`^d`Q`_`c`W`R`U`b`Q`_`_c`] Y`] R`b`c`TU`SeU`b`_%`TUDUj YQ`cec`] _`f`Y`Y`d`c`%`_`d` RY`^`W`R`U`b`Q`c`U`Q`cu`] Y`] Q`%`TUDUj YQ`cec`_`b`Y`Q`c`SS`Y`^Uc`%aeU`c`Y`TeTQ`%`_c`TUDUj YQ`TU`Q`] Y`] Q`] Q`U`b`Q`%R`Sec`_`_`bf`_`Y`Y`^Uc`Q`rdu`SUTU`rdu``@`f`_je^rdT TUDUj YQ`aet`] Q`U`Q`Q`c`] Q`_`c`i`_`_c`^`Y`c`TURU`^`_`f`U`c`U`%`_`be^Qsd` TU UUSSW^%`^`XQ`_`d`Q`] Q`U`b`Q`TU`Qf_je^rdT TU`Q`TUDUj YQ`SW^%Q`T`bUSSW^%`Q`] Q`T`_`TU`SeQ`ae`U`b`S`_`c`Q`U`^`Q`R`c`_`led`^`D`U`c`U`Q`d`T`_`_c`S`] Q`T`_`c`%`U`_`b`TU`Q`_`_`be^Qsd` TU`Q`f_je^rdT` M`c`Y`c`U`d`U`U`U`^`cu`RQ`ce`] Q`T`_%`TUDUj YQ`Q`cu`] Y`] Q`U`^`cec`_`b`Y`Q`c`SS`Y`^Uc`%aeU`c`Y`TeTQ`_`XQ`S`TU`Q`] Y`] Q`V`_`Q`aeU`TUDUj YQ`_`d`Q`c`S`_`c`Q`c`aeU`Ucd`^`RQ`ce`] Q`T`_`6`cu`aeU`c`Y`Q`VRUBQT`TU`Qf_je^rdT`S`_`c`Y`d`U`U`^`Ucd`%aeU`d`U`U`U`^`cui`cec`_`b`Y`Q`c`SS`Y`^Uc`RQ`ce`] Q`T`_`i`T`bUSSW^%`cec`_`b`Y`Q`c`f`_`Y`Y`^Uc`c`U`TUDUj YQ`^`_`bcu`] Y`] _%aeU`f`Q`Q`c`U`W`b`%aeU`SQ`T`Q`f`_`Y`W`^`VRBU`ceb`W`TU`_`d`Q`f`_`Y`W`^`Q`rdu`SUTU`rdu`%T`b`W`bi] Q`T`_`aeU`Bi`c`Y`aeU`Qf`_`Y`W`^`T`b`W`b`c`U`b`d` RY`^`VRBU^U^aeU`d` RY`^`c`U`TUDUj YQ`Q`f_je^rdT`4`Uc`TUSbW^aeU`Qf_je^rdT`Ucd`TUDUj YQ`TQ`_`_`b\Q`T`bUSSW^TU`_d`_`Selc`_`Q`rdu`b TU`Uc`_`4i`_`Q`c`uce`S`U`c`Y`Q` U`rdu`%Q`c`d`aeU`U`W`Q`_`_c`Q`Q`^`b`U`bQ`f_je^rdT`U`d`T`Q`Q`c`U`b`U`Bi`c`Y`U`c`Q`^`b`U`bQ`f_je^rdT`c`U`Q`VRBU`%`Q`Q`ed`STUDUj YQ`T`Q`f_je^rdT`U`^`t`%`Q`S`_`rheQSW^%aeU`Ucd`TUDUj YQ`TQ`_`_`b`d`Q`f_je^rdT`aeU`^`bUSUTU`@`SeQ`Uc`e`Q`S`_`^d`Q`T`SSW^4`_`baeU`_`_`b\Q`ce`_`_`c`Y`W`%aeU`^`e`UTU`d`U`b`Y`W`^`_`Q`rdu`b TU`aeU`%`Q`Q`T`b`W`b`_`TUDUj YQ`baeU`%Q`c`U`b`U`^`b`U`_`U`^`U`dU`^`D`U`b`c`Y`U`c`Q`^`b`U`bQ`f_je^rdT`^`_`Ucd`TUDUj YQ`TQ`_`_`b`SeQ`ae`U`b`Qsd`^`bUSUTU`TU`Qf_je^rdT`%U`d`^`SUC`Uc`U`Qsd`^`_`Ucd`TUDUj YQ`T`_`_`b\Q`f_je^rdT`%`_`_`b\`d^rd`^`_`Uc`VRBU`U`^`Q`^`S`W`^`Q`j`Y`Q`^`TU`Q`VRUBQT`%aeU`S`_`c`Y`d`U`U`^`Q`ed`TUDUj YQ`SW^TU`Qf_je^rdT` M`c`Y`U`c`U`^`b`U`bQsd` TU`Qf_je^rdT`aeU`TUDUj YQ`i`_`W`Q`_`_c`Qsd`c`_`_`c`d`U`b`_`Uc`%`_`^`e`UTU`c`U`b`VRBU`%Y`W`^`_`TU`_`_c`c`W^U`rdu`b`Qsd`c`aeU`c`_`^`TUDUj YQ`T`_`_`_`b`U`Q`^`e`UTU`c`U`b`V`U`U`&G`Y`ce`_`_`^`U`] _`c`aeU`XQ`S`Y`S`_`Qsd`c`U`^`U`dU`%U`aeU`Y`d`_`i`x`d`j`_`TUDUj YQ`T`_`_`_`b`U`SeQ`d`%`U`SeQ`d`_`_`b\Q`d`U`S`U`b`Q`%Q`d`U`S`U`b`_`_`b`U`c`U`W`^`T`_`%`U`c`U`W`^`T`_`_`_`b`U`^`b`U`_`U`b`_`4`c`Y`Q`^`b`U`bQ`^`_`Ucd`TUDUj YQ`T`_`_`_`b\Q`f_je^rdT`%`_`_`b\`d^rd`^`_`Uc`VRBU^U^d`^`SUC`Y`W`^`_`TU`U`_`_c`c`U`TUDUj YQ`^`b`U`Q`] U`dU`_`_`b\Q`f_je^rdT`3Uc`TUSbW^aeU`SQ`T`Q`e`Q`TU`U`Q`c`_`^`Q`c`aeU`c`_`%`^`_`TU`_`d`Q`] Q`U`b`Q`%`_`Uc`Q`^`b`U`bQ`TURU`_`Q`Q`f_je^rdT`%`_`U`b`_`Q`Q`TUDUj YQ`SW^TU`Q`^`b`U`bQ`TU`Q`c`U`b`U`%aeU`^`_`Uc`TU`U`^`TU`rdu`TU`Qf_je^rdT`%`Uc`Q`aeU`Qf_je^rdT`^`_`dU`U`Y`W`^`Q`] Q`_`U`^`Q`TUDUj YQ`SW^`M`c`Y`T`_`_`Ucd`_`_`aeU`TUSITU`_`aeU`c`Ubs`U`b`Ucd`%`TUDUj YQ`ce`U`h`Y`dU`^`SQ`d`_`b\`d^rd`%Q`^`b`U`bQ`TUDUj YQ`SW^TU`ce`U`h`Y`dU`^`SQ`^`_`Uc`TU`Qf_je^rdT`

: \SQc_ Uc U\] Y\]_%YU^leWQbTUe^QSQTU^QTU SYs_ Qsd_c TU\Qf_je^rdT%TURIU]_c ce`_ ^ube^QceSUC^W^TU TYj %_ SYU%_ TYj] Y
GYU\` b\j UbQsd_ aeU^_ Uc \VRBU^kcd TUDUj YQTQ`_ bQW_ VebTU\Qf_je^rdT% Ucd TUDUj YQU\cW^YU^d QcubQWQTCRU Qcu
] Y\]_% aeU\QcW^YU^d% QcuceSUC^Y Q\ U^dU^Y^V^_ TU U\]_c c_ ^WQeY^d_c% Ub_d T_ TU U^TU TU e^` b^SY^Y_ cU TUDUj YQ^`_ b%
QV^e^QSQecQ VebTU\Qf_je^rdT4i ` _b\ d^rd_ cU U^Slei U d TQ\VRUdQT U^U SQc_% ^YV^k^Qsd_ TU\Qf_je^rdT` eUTU cub\VRBU^TU
QSeUd^ S_ ^UcdQ^_ S^W^TU\VRUdQT^ GYTURU]_c ce`_ ^ube^QcW^QSQTU^QTU TYj] Y U^QSU^k^Q^S_ ^USdQT_c% aeU cYU\` b\j UbU^QSU
cU] eUfU^eU]_ fUks Q\cW^YU^d% aeU U\` b^hY]_4i Qcud TQ\QSQTU^QTU TURU cub TUDUj YQTQ Q\]_ fY] Y^rd_ U^Q T^USSW^TU ce
]_ fY] Y^rd_% bU]_ fY] Y^rd_ TU\` b\j UbU^QSU4i aeU U\]_ fY]_ ` _b_dQ S_cQ4U^Ucd SQc_% Qe^aeU d T_c \c U^QSU^k% Ub_e^_% ^
]_ fY]_c ` _b_dQc` QdUc TU\Q] Y\] QSQTU^Q^e^U] RQbW_% QdUSU aeU U\]_ fY] Y^rd_ TU ^QTU^Y^Q T^USSW^TU ce]_ fY] Y^rd_% k TU
SeQaeYUbQed Q\]_ fY] Y^rd_ ` _TubTU Qed TUDUj YQSW^TU\QSQTU^Q^ sc aeU cYSQTQ U^QSU cU dQc\QTQb ^TU Y\] UNQd ` _bQW_ aeU
^` _Udu^USUdQ\Q SXQ^&GYU ^` cUks \VRBU U^U\` b\j UbQsd_%_ aeU XQSU aeU U\cW^YU^d%U^rd ^SUC dQ]_ S_ Uc WQeY^d U^U\cW^YU^d%
aeU U\c SQecQTQ`_ b\QaeU\` b\j UbQsd_4^ eUc Qe^aeU TU XUSX_ \Qf_je^rdT SQecw^e^U] RQbW_% _ SQecw\VRBU] U^dU^` _baeU U\ Qsd_
` BUSUTU^dU^U^QaeU VebTU SQecQTQ^`_ Ueb\VRBU MTU ^eUf_% YU ^` cUks \VRBU U^U\cUW^e^T_ Qsd_% b\ aeU dQ]_ S_ ` eUTU UcdQbU^Q
dUkSUCQ^aeU U\c SQecQTQ`_ bUc_4^ _baeU TU W^eQ] Q^UbQ^aeU U\ dUkSub_ cU TUDUj Yw] UNQ^dU e^Qsd_ TU\Qf_je^rdT aeU ^` Ueb\VRBU
MQcu`_ TU]_c ` QcQbQ\QcW^YU^d Qsd_% TU tcdQ\QcW^YU^dU4i Ses^rd dQ]_ ` _c_UfUb\QceSUC^W^TU Qsd_c Ucd%Q\ TU e^` 3cYQ
` b\j UebU^QaeU d TQ\QSQTU^QTU U^TU% aeU TUDUj YQd T_ \ TU] sc%`_ cube^Qsd_ \VRBU^Qf_je^rdT ^` Uc \VRBU U^QSQecQ_ \Q
TUDUj YQSW^TU SeQaeYUbQ TU T^SX_c Qsd_c4TURIT_ QaeU U\ Qsd_ ` _bU SeQ cU TUDUj YQ Qd T_c U\]_c ^` Uc e^Qsd_ \VRBU4i ` _b\
d^rd_ \Qf_je^rdT ^` Uc] sc \VRBU U^Q TUDUj YQSW^TU U\]_c% aeU cY^` SQecwU\]_c U^Q\^d b\ d^rd_% k d S_ ^SU d Qj YQ^`_ TU\Q
\VRUdQT TU\Qf_je^rdT% aeU S_ ^c^dU U^Q Qed TUDUj YQSW^TU\Qf_je^rdT U^k% k bU eWQ^rdU Qcu] Y\]_% cU U^SUC^Q S_] ` \UdQ] U^rd
VebTU] e^T_ '

GUSY^ ^>

J QdQ: ce` eUcdQ: V\j Q: TU UeTb\ Q^dU^be^kQ_ ^Q Y^rd S_ ^c^TUdQT_c'

GY QdQ UeTb\Q VebUj Q TU\ aeU cU XQ_RcUfQT_% Q\ aeU TUSY^aeU SeQ^T_ \c Qj YQ^`_c XQRIQ^TU\Qf_je^rdT TU
TUDUj YQbcec ` b`Y^c Qsd_c%`_ cW^Y^Y^SQaeU\Qf_je^rdT TU U\]_c TUDUj YQ^`_ bSeQaeYUbQsd_ Q^dU^b^b% aeU e^Qsd_ TU\Q
f_je^rdT TUDUj YQ_d_4cY^_ cw\ aeU\QVQSe\QT_ U\]_TubTU\Qf_je^rdT% U\Q] QU^U\ec_ TU Ucu`_ _Tub^TUdUj YQcec
` b`Y^c f_ \SY^Uc4i aeU\ XQMQcY^ ^YV^k^Qsd_ TU YbQ^rdUc TU Qsd_ TUDUj YQT_4e^Q UfQc^W^cUbQ S_] ` \UebTU Q^ceU^Y^&
] sc RbedQS_ ^VUc_% k e^Q UfQc^W^TU] Y^ b`Y^YfU^rdT_4i i_]_ ^`_ ct% Ub_ TUR_] Q\]_c Qj YQ^`_c%U^U\ce` eUcd_ TU aeU
SeQaeYUbQ TU U\]_c XQbQec_ TU U\Q 7eb%aeU cUQ d^ReU^_ S_]_ e^` aeU` eUT_ YfU^rdQ% RclUf_ U^t\QV^e^Qc S_cQc'

: ^` b\j UbVebQ^eYU`_ _TubTU\Qf_je^rdT TUDUj YQe^Qsd_ TUf_je^rdT% U\Q] QU^U\ec_ _U\UZbSSY_ TU Ucu`_ _Tub\ TUDUj YQ%
aeU U\c U\] Y\]_ aeU` QdU\Q] Q` QdQTUDUj YQb\Qf_je^rdT ` _be^Qsd_ TUf_je^rdT% QdQe^UZbSSY_ TU U\]_ _TubTU\Qf_je^rdT% e^
Qsd_ TU Ucu`_ _Tub%_ ^Q] Y\] QS_cQ D_b\ d^rd_% TUSY%

aeUUA`_TubTU\Qf_je^dT% U\Q] QU^Uec`_U\UZKSSY TUUcU`_TubTU\Tudb] YQ\Qf_\VSW~e^e^Qsd TUf_je^dT aeU`BUUTUQ
Qf_\VSW~Tudb] YQTQ%Uc e^QS_~dTSSW~

: ^cUW^T_je^dT%Ye^`_TubTUf_je^dT Tudb] YQU\Qsd TU\Qf_je^dT%Qs_~dneQSW~e^`_TubTU\UWSSW~Tudb] YQ MQaeU%S_] _
Qrdc cU_RcUfwW^SQTQ Qsd TUf_je^dT%Q e^Q\UWSSW~e^Q`_d^SQTUf_je^dT Ue^`_TubTU\UWb Dub cYe^`_TubTU
UWSSW~Tudb] YQU\Qsd TUf_\VSW~e^U\Tudb] YQ`_b\QUWSSW~TU\Q] Y] Q D_baeUc S_cQ] ei QRcebt_ TUSb^aeUe^`_TubTU
UWSSW~Tudb] YQe^QS_cQU^je^dT TU_dQ%e^UWbSeQaeUcS_cQ Dub cYe^`_TubTU\UWSSW~Tudb] YQ\Qf_je^dT`_b\QUWSSW~
TU\Q\W^~^SUC QaeUc U\Qsd TUf_\VSW~Tudb] YQTQ`_be^QUWSSW~QrdUSUTU^U^QUWSSW~TUaeU\Qf_\VSW~: ^dubSubje^dT%_b
^_TUSb^aeU\Q\Qse^dT% U\Q] Q^Tudb] YQce`_b`Qf_je^dT%Ub`_`_bSeQaeUcQsd%Uc e^QS_~dTSSW~ 9URY_ QaeUUA\Q] Q
`QdSe\Q\TUSb^_Tudb] YQbSeQaeUcS_cQ%Uc IQTU QsdQb^ Ucd cUce`_UB`QbQU\Q] QcU XQRQ QaeUS_] _cU^T_ e^QTU\Qc
SQecQc TUUcd Qe^d%QSDU^T_ QW_4_%_ aeUcU_] Y] _%UZKSSU^T_ U^cuS_ ^U\W^TUe^UWsd%ei_ UWsd Uc IQTudb] YQSW~TU\Q
f_\VSW~% U\dr`_`QdSe\Qbi IQVb] QTUe^Qsd TUf_je^dT` Dub c^TeTQ%Ucd QSSW~^ Uc_] Y] _S_ ^U\UWsd% ^U\W^TU\Q
`b^TeSSW~TU\QaeUcU\UZKSSU^`Ub TURUcubQW_ Qrdub bQU\Q @c TUW^c_buc TUUcd YTUQTU\Q\VRUBQT TU\Qf_je^dT%Q\QbTUe^Q
SUb^c_RUb^QU^U\Qf_je^dT%_b\QaeUdU^UUA`_TubTU\Tudb] YQbce`_b`Qf_je^dT` M`_b\ d^rd IQTudb] YQSW~TU\Qf_je^dT
TURUcubU^cu] Y] _e^Qsd TU\Qf_je^dT4TU\ S_~dTQY`_eUTU XQRubUZKSSY TUUcUce`eUcd`_Tubi c_RUb^QU 9U^eUf_%eYU\K \]
Tudb] YQQcu] Y] Q^QS_~dneQSW~%QcUQ\Qf_je^dT Ue Qsd^_ U^IQTudb] YQSW~TUcec f_\VY^Uc% ^_ Ue GYUcd Qsd^_%
Urd^SUC IQTudb] YQSW~Ue^Qsd TU\Qf_je^dT4i QcuXQ e^Qsd TU\Qf_je^dT`dTudb] YQSW~ Dub cYQf_je^dT ^_ Ucd Qsd^_
U^IQTudb] YQSW~%Urd^SUC oSw] _cU\UZKSSU ^Y^e^Q\VRUBQT U^U\Qs: cd cUv_buc ce`_U^aeU\QS_cQU^QaeU\Qf_je^dT UZKSSU
Q\VRUBQT%eU^SeU^dQU^ce Tudb] YQSW~TUcec`_b`Yc Qsd`c` Dub%oSw] _`eUTUcubUcd%eY^ Ue Qsd^_ U^IQTudb] YQSW~5
8YUd] Urd^UQf_je^dT% U\Q] Q%`_eUTU^UZKSSU ^Y^e^Q\VRUBQT U^QaeU\ U^aeU^`_bQsdSQ U\Qsd% U^UaeU^`_bQsdSQ
UZKSSY U^cu 9U] QubQaeUcYcUd] Qe^Qe_dQ`Qdu TUUcd TU\U] Q^Ucd UcaeU] QTU\Q\VRUBQT^aeUS_~c^cU U^`_TubTU
Qed Tudb] YQSW~%Uc Tudb SQT` GYXQ e^Qsd TU\Qf_je^dT U^IQTudb] YQSW~TUdT_c cec`_b`Yc Qsd`c VRUc%Urd^SUC e^Qsd
VRU TU\Qf_je^dT Ue Tudb] YQTQ`_b_dQ^i QcudU] _c U\QRcebt_ TU SQTQ Qsd VRU^S^Sec_ Q`b] Ucd^Tudb] YQTQ`_be^Qsd VRU
Qrdub b Dub cY^ XQ Qsd`_UZKSSY TU\Qf_je^dT U^IQTudb] YQSW~TUcec`_b`Yc Qsd`c%Urd^SUC XQ VRUBQT cU\UZKSSU U^IQ
Tudb] YQSW~TU U\c` 9UT_~TUcUc^UaeU XQ VRUBQT S_~c^cU U^`_TubTU\Qf_je^dT` QdQTudb] YQbcec`_b`Yc Qsd`c3_%_ aeU
Uc_] Y] _%aeU^ XQ d\ S_cQS_] _Q\VRUBQT aeUS_~c^cU U^e^`_TubTU Qed Tudb] YQSW~TU\Qf_je^dT

GYXQ aeUTUSb^aeUcYRU^Uc SUb^%eYU\Q] QTudb] YQcec`_b`Qc f_\VY^Uc%TURUcubQsd^Q^Q XOSUb_% IQTudb] YQSW~U^
cuTURUcub^e^Qsd 4c^U] RQbW_%_ XQ ^USUCYQT TUce`_~UbUcd Qsd QcubQrdub bQU\Qf_\VSW~Tudb] YQT_4`Ub IQf_je^dT`
Q] QTudb] YQU\Qsd TU\Qf_je^dT U^UaeUub^aeU Tudb] YQce`_b`Qf_je^dT%U^U] Y] _Qsd TU\Qf_je^dT4T^WU i \] YQ
U\Qsd TU\Qf_je^dT%_b`SQ^T_ aeUcUQcui ^_ TU_d_] _T_ %U^UZKSSU U\Qsd%e^Y^V^e^Qsd Qrdub b` QdQ UZKSSUcU`_ GY
^Y^e^`_T^W^TU Ucd] Q^Ucd^TURU^cW^W^S^Qe^QTU Ucd Qc duc S_cQc3_ RY^%#`\$E eU U\XUSX_ TU Tudb] YQb^Qe^aeUcUQ Qrdc
TU Qsd Tudb] YQT_ U^U^_b^U^TU\Q`Qd^bQU Q^Q^e^`_ Ue Qrdc TUaeU U^W^TU\c dU] `c` C%##\$aeU U\Qsd`_ Ue
Tudb] YQrd Qrdc TU Qsd Tudb] YQT_%QcUQ U^U^_b^U^TU dU] `__ TU\Q`Qd^bQU Q^Yuc f^UdQTub] Urd^Tcd^rd TU U\Q
`Ub aeU U\Q] QTU\QTudb] YQSW~TU Qsd TUf_je^dT Ue_] Y] _S_ ^ce UZKSSU U\Qsd TUf_\VSW~3UZKSSU^T_ e^Qsd`_ QdSe\Qb
S_] _TU\Q] Urd^eU

ce SQecQi \QTUdUj YQSW^TUA Qsd' C%# \$aeU\Qf_je^QT ^_ du^Ue^QSQecQ% cu` b_TeSU ^YV^~UWsd_4cY^ aeUfYU^U Q\Q UHcd^SQ%6 ^e^QTUdUj YQSW^d^` QdSe\Q%eY ^YV^~QRQcU_ bQ w^TU ce UHcd^SQi TUDUj YQSW^ 8_~YUdQt Ucd_c TcdndUj U^du

#'\$GYd_T_ _ aeUcYV^~SQ%eUQ%aeUUA Qsd_ TUDUj YQ^du ^_ Uc Q^dUc TUA Qsd_ TUDUj YQT_ U^UA_ bTU^TUA dUj `_%_ fQQ Q eTQbUA SQc_ U^QRc_ led_%Q` UcbTU aeUTURUbQ` Uj YdUc GYUc Q^dUc TUA Qsd_ TUDUj YQT_ U^UA_ bTU^TUA Q^QebQUj Q% cYU^T_ \QSQecQ_ V^TQ U^d_ TU ce UHcd^SQ%Ucd_ dnd_ `beURQaeU Uc TcdndQTU^WYTU U^T^U^du TUUA\Q%_] _ cYUebQ Q^dUc U^UA_ bTU^TUA dUj `'_ 8_] _ \QSQecQTUA] _fYj YU^d `QdSe\QbTUe^SeUb_ ^QebQU U^e^QTU^SSW^TUDUj YQTQ% `eUTU ^_ du^Ub\Q Tcd^SQ U^SeQ^d Q dUj `_%eY Uj RQW_% `eUTU cubUA] Yc] _S_ ^UA] _fYj YU^d UWsdQT_ ` _b\Q] Yc] Q%eY_ aeUTURU cubQ^ TcdndQTUUA\Q% QaeU SeQaeYUb_ dQSQecQ%aeU Uc Q^dUc TU ce UWsd_ U^UA_ bTU^TUA dUj `'_ 3 S_] _ UA QaeYUd_ Uc TcdndQTU\QSQcQaeU cUS_ ^cdei U% UA` QTU Tcdnd_ TUA XZ aeU U^W^TbQ McYUA Qsd_ TU\Qf_je^QT TUDUj YQ^du cuQ Tcdnd_ TUA Qsd_ TUDUj YQT_% Q^dUc TU aeU U^UA_ bTU^TUA Q^QebQUj Q^W^d ^SUC ` _TUj _c f_Yf UbTUe^_ Q_d_% QcdQaeU\UWQ] _c Q\Q` bQ UcbTU\Q cubU^aeU ^_ du^U ^YV^~Qsd_ TU\Qf_je^QT Q^dUc TU aeU U^UA_ bTU^TUA Q^QebQUj Q% QdQTUdUj YQd_4i ` _b_ dnd_ Uc e^Qsd_ ^_ TUDUj YQT_ ` _b\Qf_je^QT% Qcu^_ Uc e^Qsd_ \YU^W^UcdQ ^_SW^TU \YRUBQT M UcdUc UA Qsd_ aeUTUDUj YQd_T_ _ TUj sc%YV^~_ TUUA_c c_ ^Qsd_c \YUc` 8_] _ SeQ^T_ XQ^ e^Q SQTU^QTU] eSX_c U^QSUc%UA` bQ Uj _c SeQUc cw_ cu QWdQTU i TReZTQ` _b\Q] Q^4d_T_ UA bQd_ `eUTU cUW^bi cub] _fYj U^UA] Yc] _Ycdnd^eY ^YV^~Q Tcd^SQ TU dUj `'_ 4_ Uj cY Uj RQW_%UA] _fYj YU^d TU e^U^QSU Uc Q^dUc TU \QTU _d_ U^UA_ bTU^TUA Q^QebQUj QUA xQd] _c] _fYj `'_ _b_d_% aeU ` _bUA cYV^~U^dP% QcuXQcdQaeU\UWQ] _c Q\Q ` bQ UcbQaeU ^_ Ucd] _fYj `'_ _bSeQaeYUb_ dQ%eY `'_ _bQW_ Tcdnd_ TU d_TQ\QSQTU^Q%

#'\$GY^YV^~_ T^WQ%aeUUA Qsd_ TUDUj YQ^du ^_ Uc Q^dUc TUA Qsd_ TUDUj YQT_% QcuU^UA_ bTU^TUA dUj `_%_ TU\Q^QebQUj Q%YUc Tcdnd_ TU t^4` Ub_ aeUUA UcbUj _ TU\QaeU Qsd_ Uc \QTUdUj YQSW^TUA Qsd_4aeU` QdUA Q] Q` QdUWdSube^Qf_ \SW^U^` QdSe\Q% Uc ` _bUA_ aeU\QSQecQi TUDUj YQbueU Qsd_ TUf_je^QT3U^UcdXU TU cuWQdQ%aeU\QSQcU^SeUcdW^` QUSU cub_YfYQT_% cu] Q^du^UebTU TU\Qf^cdU^e^Q_cSebTQT i e^Ydu\WYU^Uc TUUh` bUcW^4Q] U^_c aeU dUe^_ RZd bcYV^~SQbQS_ ^dQTUSb Xj cuV& \Qsd_ TUf_ \SW^U^cuUc%eY TeTQ%e^QTUdUj YQSW^TU\Q] U^duUc TUS^Uc \Q] U^du TU\QUQR_ bQSW^TUe^Q S_ ^SecW^% \UWQbQe^QUUSSW^U^duT_c_] scS_cQc` _b` eUcdQc Q\Q] Yc] Q GY Uj RQW_%QTUdUj YQSW^TU\c_ RZd_c UhdU^_c TU\QUUSSW^%_ Uc] _Yc] _S_ ^\QTUdUj YQSW^TUA Qsd_ TUUAUSSW^U^cu] Yc] Q^W^dufQd^_c ` _cYUc Qsd_c TUUAUSSW^ &@ `bUW^ndUc%aet YV^~U^SQc%YV^~U_ TUDUj YQ\Q] U^du _Qf_je^QT TU\UWQbQe^QS_ ^SecW^_ TU\QUUSSW^_S_] _ _ XQSU QdC C _ aeU Uc \QSQecQ%UdQ% \QbQ w% _b_ aeUS_ ^Sei UTU Ucd] _T_% ^_ TU_dQs 6X_bQ cuTURU bUc ` ^TUb^TU QSeUbT_ S_ ^\Q ^_SW^Qd YQ^_ TU\Q\YRUBQT%aeU\Qc YV^~U^SQc K \UW^TU^Uc% TUDUj YQ U^cuTU Ucd] _T_ TU QsdQb McY_ XQSU^YV^~U^aeU cub` _bQW^~Qsd_ Q^dUSUTU^du 9US^aeU Uc SQecQT_%YV^~USQT_ i TUDUj YQT_ ` _bQW_% Qx^ ^_ cuTUDUj YQ` _bSeQaeYUbS_cQ Q^dUSUTU^du% QcuU^UA_ bTU^TUA dUj `'_ TU\Q^QebQUj Q%Uc e^QS_ ^dQTSSW^_ D_bUc_ Uc _ aeU cuU^du^TU ` _be^QS_cQTU cub Q^dUj bU^UA_ bTU^TUA Q^QebQUj Q%aeU Uc TU QW^~Q] Q^Ud\QSQecQ_ \QbQ w^TU\QS_cQ%6 ^bUc` Usd_ Q\Qc SeQUc cuT^SU aeU Q^dUc` GYUA Qsd_ ` QdSe\Qb_ UcbUj _ TUf_je^QT%_ aeUfYU^U Q\QUHcd^SQ%UcbSeQaeYUbS_cQTUdUj YQT_ TU V_bQ Q^Q b` ^QTQU^ QRc_ led_%W^d ^SUC du^U QW^~QSQecQTU UHcd^% TU UHcdU^e^Q V_bQ QTUdUj YQTQdU U^` QdSe\Q% ^_ _d_4QW^~QSQecQ%Sei Q YV^~U^SQcUTUSITU\QSeUcdW^3aet SQecQ Uc TcdndQTU\Q

UWsd_% Q`duc TU t\` Dub_ TUSb%aeU\Qc wBTU`Uc cUbs^_] U`ndQuc%r\veU`SQc% Tudu] YQQcu] Yc] Q`QdUZbSube^Qsd`_ bu`b`Y`] ei UcvUuj_%Uc XQSubU UcvUuj_ dQnd TU SQecQi UWsd_4_ \Q UZbSYU`T_ e^Qsd` dQ%QcUbe`Q SQecQTU\Q UcvUuj_ TU dQ Qsd` DQdQ\Q` BUW`ndUc% Ses\ Uc \Q SQecQi \Q bQ w`TU Q] Q TU UZbSubdQ Qsd`5 6 \ aeU\Q bUc` eUcdQ Uc% U Q] Q UZbSU dQ Qsd`% aeU Uc \Q SQecQTU\Q] Yc] Q MQcU%_bUcd_%U UcvUuj_ TURU cubTYcdnd_% U`U_ bTU`TU\Q ~QdbQ Uj Q Q`duc%au

#'\$GYU cWVWbQT_cUQ%aeU U UcvUuj_ TU Q] Q TU e^Qsd` QdbSe\QbTU\Qf_je^dT%Uc e^Q S_cQaeU fYU`U Q` QcQbTUcu] Yc] _%eY`rVW`nd SQecQ4i aeU ^_ XQ] Qrc_ led] U`nd rVW`ndQ bQ w`TU Q] Q Ucd Tudu] YQT_ Q UZbSube`Qf_je^dT dQ% XQSube`Q U USSW` ^_ U`_d_49 WV% cytcdU Uc U cWVWbQT_ TU_c Q] YQ`c%SeQ`T_cUc cdU`U`d`cubQ U`nd Q\Qf_je^dT TU Tudu] YQbcec`b`Y`c Qsd`c%`_b\Q\RUbQT TU \Qf_je^dT S_`cydU U`_TubTU Qed Tudu] YQSW`4^_ XQSub` sc aeU S_`VW`ndQcu] Yc] _c i Q_d`c S_`^` QQRbQc cY`cU`dT` : ^Q` BUW`nd% oEet Tudu] YQ\Qf_je^dT5 i U`ce bUc` eUcdQ%aeU\Qf_je^dT Tudu] YQQcu] Yc] Q4i U`dTQ\QS`_db fUcdQ%`cdQ` QdUSU cubd] QT_`_b cU`dT`%QW_ aeU Tudu] YQ\Qf_je^dT4i \QS`_db fUcdQ`c_RBU Ucd`e`nd ^_ U`eYce Tudu] YQSW`dU`U rVW`nd SQecQ_`V`TQ U`nd U` Qrc_ led`4` Ub`T_`TU\QRcUTU`_ aeU cUQ% QcUQ U`Qf_je^dT`b`Y`c% U`_d_`VW`nd Dub`cY`_ BUW`TU cub`_ aeU cU] U`SY`Q] sc QdbRQ% U`nd`SUC`~QTQ U`Qrc_ led` Tudu] YQ\Qf_je^dT4\Qf_`VW`^_ dU`ubQrc_ led] U`nd rVW`nd SQecQ_`V`TQ U`nd TU ce U`hcd`SQ` QcUQTU`nd`_ gYK_ed&=Q` e`VWQ`beY`_`b`TeSY`_`_bu`_`TubTU Qed Tudu] YQSW`%_] _QVU`nd TU d`T_c\`c Qsd`c \RU TU\Qf_je^dT3` Ub` SeQT_ U Qce`nd \UWQ QcubU` \bQT_%QcWVWbQT_ Uc%aeU`rVW`^`_TubU`Qrc_ led` Uc \QVU`nd TU Ucd`c Qsd`c%YU`_`TubTU Qed Tudu] YQSW`%Y`rVW`^_`d`%eY`_ aeU cebW`TU\Q`QTQ4`rVW`nd SQecQ`Y`_Tub%rVW`nd SQ`eU`T_ U`dT_c\`c YdbUcQT_c \r\Q] QdbQ i QcUQTU`nd`_ gYK_ed&=Q` e`VWQ`beY`_`b`TeSY`_`_bu`_`TubTU Qed Tudu] YQSW`%_] _QVU`nd TU d`T_c\`c Qsd`c \RU TU\Qf_je^dT3` Ub` SeQT_ U Qce`nd \UWQ QcubU` \bQT_%U cWVWbQT_ Uc%aeU`rVW`^`_TubU`Qrc_ led` Uc \QVU`nd TU Ucd`c Qsd`c%YU`_`TubTU Qed Tudu] YQSW`%Y`rVW`^_`d`%eY`_ aeU cebW`TU\Q`QTQ4`rVW`nd SQecQ`Y`_Tub%rVW`nd SQ`eU`T_ U`dT_c\`c YdbUcQT_c \r\Q] QdbQ i QcUQTU`nd`_ gYK_ed&=Q` e`VWQ`beY`_`b`TeSY`_`_bu`_`TubTU Qed Tudu] YQSW`%_] _QVU`nd TU d`T_c\`c Qsd`c \RU TU\Qf_je^dT3` Ub` SeQT_ U Qce`nd \UWQ QcubU` \bQT_%

GY`U] RQbW`%UcdQ] Yc] QS`cQ`r`Slec`_ aeU\`c Qsd`c \RU TU\Qf_je^dT`c`^`UFU`nd`c aeU fYU`U`Q` QcQbCY` e`Q SQecQ`%Uc`eY`TeTQY` ` \SYQ U`Q`^`S W`Q] YQ`_ TU\Q\RUbQT TU\Qf_je^dT4Q` UcdQbTU aeU cub] ei YS`_`cydU`nd`S`^`] eSXQc`_dbQ`S`cQc`U`ce UcaeU] Q% \U`eWQ`nd` QdQ QW`nd`S`cQc`Y` ` \SYQc`U`ce ^`S W`TU \RUbQT` Ge`_`Y W`Y` ` \SQ`aeU\QTudu] YQSW`TU\Qf_je^dT` QdbSe\QbUc`cY`rVW`nd SQecQ4`_`_baeU`c`cdU`U`^`_`c Qsd`c \RU TU\Qf_je^dT TU cubQS`_ndSY` YU`nd`c S`_`nd`VW`nd`4i S`_`nd`VW`nd`SQ Uc U`S`SQ` QdQ\Q\RUbQT U`ce ^`S W`TU U\Q Dub`cY`TeTQ`QaeU\Qc`S`cQc`aeU dU`U`e`^`dUW`^` QndUc` i \Q bQ w`TU ce U`hcd`SQ` QdbSe\Qb`e`^`QndUSUTU`nd`SQecQaeU Tudu] YQaeU`c`_% Tudu] YQaeU`c`^`dQ`S`_] _`c`_%`_`SetU`TU] QubQS`_`nd`VW`nd` GYQW` QndU`b`%_`be`Q`rVW`nd`SQ SQecQ`i bUc` USd`%

MTURIT_ QaeU cU dQdU`] eSX`c`Q` USd`c] ei Y` ` _bQ`ndUc`U`UcdQ`S`_db fUcdQ% QcUQ\`c Qsd`c \RU TU\Qf_je^dT`c`^`UFU`nd`c aeU fYU`U`Q` QcQbCY`e`Q SQecQ4M_ UcdQ` U`^` QdbSe\QbU`U`U`hQ] U`TU Ucd`e`nd` U`Q`T_c`cUSSY`_Uc`cWVW`ndUc`

GUSSU`^`>

MQcUQSeQaeYbSQ`_ U`Qrc_ led`%] _\W`^`U`^` QdbSe\Qb`eUTU \UWQ` QcQbCY`e`Q SQecQTU ce U`hcd`SQ

6^dlc TUU^dQbU^SeQaeYUbTcSecW^c_RbU UcdU dU] Q% U VecdQbU Uh` \SQbSw] _YRQ QcU bU^dU^T^T_%SeQ^T_ ec_ \Q` QQRbQ
D_baeU U^UcdU TcSelc_4i QaeU^Q\QcdTUe^Q` QQRbQ] UZ_b\U^T^T_ SQcW^TUedY Qb_ U^e^cU^dT_ aeU Uc] sc Q] ` \QaeU
QaeU\Q U^QaeU cUedY Q QfUSUc' @` QQRbQ cUedY Q Q] U^eT_ U^_ aeUS_ ^ef_ e^cU^dT_ S_] _ ` QdQ cW^W^SQb
c_ \Q] U^dU_ aeU dU^Ue^U^T^T_ YU^d_ ` _cYf_ _YVeU^SQ` QdQ` b_TeSbe^Q S_cQ% XQSUb aeU cUSe] ` \Q Dub_ XQ] eSXQc
S_cQc aeU ^_ dU^U^dY YVeU^SQ` _cYf Q` b_TeSd^Q4@Qc SQecQc aeU Qx^cU U^SeU^dQ^U^UcdU cU^dT_ %aeU dU^U^
fU b^QTU bQ] U^dU\Q ^Qd bQ U] Q TUe^Q bQ w^` _baet QVb^Qc S_cQc c_ %U^U^eVQb TU_d_ c4_ ` _baet c_ ^` _b_ dQ^d %U^U^eVQb
TU_ S_ ^dQY' 6cU^Q QecU^SQ TU c_ \U^Q^ SXU^%_ Uc \Q SQecQ TU \Q SQ^TU TU b_S_ U^UcU] _] U^d %U^U^Q] Yc] Q] Q^U bQ
aeU cec bQ_ c_ c_ ^ \Q SQecQ TU \Q ceR^T Q TU fQ` _bUc U^U^ dU] _` TU TU Q4i ce g YK^T bQ] U^dU^U^Yf YUb^%_ Uc TU \Q] Yc] Q
] Q^U bQ \Q SQecQ TU \Q S_ ^WU QSW^TU \Qc QVb^Qc %S_] _ce U^U^ aeU U^U^Q` bQ] Qf U bQ Uc \Q SQecQ TU ce TU cS_ ^WU QSW^ DUb_ c^
U] RQW^ %Q g YK^T bQ] U^d_ QecU^SQ TU c_ \Uc e^Q^dSUTU^dU^%_ ^U aeU cU S_ ^USd^ Ucd_ c UUSd_ c U^U^Q^ SXU i U
Yf YUb^% TU \QaeU TU^ U^TU^4i Uc e^Q S_cQaeU` U^dU^USU Q \Q dU bQ i ` _b_ aeU \U^U^Q^ Q` Qc QbU^UcU] _] U^d % sc aeU
U^_dQc_ SQcY_ U^4Q` Uc Qb TU \Q QecU^SQ TU c_ \Uc ^QTQ` _cYf_ %YdU^U ^YVe^Q YVeU^SQ` _cYf Q GU` eUTU_ RclUf Qb
QTU] sc %aeU SeQ^T_ XQR_ TU S_ ^U^W^TU SQecQc i UUSd_ c %U^U^ bUc` U d_ Q SQecQc] _bQ Uc %QcU S_] _ QaeU_ c aeU c_ ^
 \Q] QT_ c ^Qd bQ Uc Q T^YU bU^SQ TU U_ c' @Qc SQecQc] _bQ Uc ` eUTU^cU bSQecQc U^e^cU^dT_ dQ^ QTU SeQT_ S_] _ SeQaeYUb
8 QecQc TU ^YV^ ^d^_4^ eUTU dU^Ube^Q YVeU^SQ dQ^ bUQ %

D_b_ dQ^d %QfUSUc ec_ \Q` QQRbQ 8 QecQ%U^UcdYf UcdWQSW^% QdQ cW^W^SQb SeQaeYUb Q^dSUTU^dU^% QcUQ ^Qd bQ_] _bQ %
` _cYf Q_ ^WU Q^Q%U^QaeU e^UfU^d_ %QcUQ e^Q S_cQ_ \Q Y bQ Qi \Qc S^Se^cd^SQc TU e^Q S_cQ^TU U^TU TU] Q^U bQ %aeU Uc U
ceU_ i \Q bQ w^% QcUQ U^ce d QY^T Q^_ U^` QdU^% _baet Uc %U^U^eVQb TU_ aeU ^_4_ ` _baet Uc S_] _ Uc %U^U^eVQb TU_ S_ ^dQY 4
_ %U^_dQc` QQRbQ %SeQaeYUb Q^dSUTU^dU^% ^U SeQ e^UfU^d_ S_ ^YVeU^dU Ucd_ dQ^ S_ ^USd^ %aeU bUQ] U^dU` U^dU^USU Q \Q
bQ w^` _bQ` b_ ` _cYf W^aeU QVb^ QaeU Uc S^U bQ UfU^d 4cYdU^U QVb^Q YVeU^SQ` _cYf Q% _` M QV^U^T Q^U] U^dU Q Ucd %QfUSUc
ec_ U UUSd_ ` QQRbQ` QdQ \Q S_ ^cUSeU^SQ TU _dQ S_cQ %aeU Uc aeY sc] sc R^U^e^Q_ SQcW^ aeU e^Q SQecQ %XQR^Q^T_ S_ ^] sc
` b_ Y^T Q^

M_ c_ i U] sc SeY^T Q^_ c_ dQ^d ` QdQ Uh` \SQb_ aeU aeYUb_ TUS^b^aeU` QdQ S_ bQb\Q_ SQcW^%TU SeQaeYUb aeU` _TbQ
RecSQb\Q_ SQcW^` QdQ` _U bU^ Qb_ c_ i U_ RZd_ S_ ^dQ QVb^Qc S_cQc aeU` eUTU TUS^b^ ^bUc` U Sd_ Q \Q TU^ U^TU^SQ
TU d^T Qc \Qc S_cQc aeU U^U^Q XQ^Q S_ ^dUS^T_ %U^QVb^Q SQecQ% ce bUQSW^ S_ ^ce SQecQ I ^Qf Uj Uh` \SQ^T_ _
dQ^d _ aeU aeYUb_ TUS^b^ S_ ^8 QecQ %QVb^ _ %aeU ^QT Qf YU^U Q` Qc Qb cY^e^Q SQecQ @ aeU Uc Qed &U^YcdU^dU TURU cub
TUc TU \Q U dU bY^T Q^% TURU cub Y] ed Q^U b^ U b_ U^ SeQ^d_ Q d^T Qc \Qc S_cQc aeU S_] YU^j Q^Q cub %^_ c_ ^
Qed &U^YcdU^dU% ` _b_ dQ^d TURU dU^U bQV^U^V^T Q] U^d_ TU ce U^YcdU^SQ cY^ dU] cUf Uc^SaeU d^T_ _ aeU U] ` Yj Q
QcU b %aeU Q^dUc ^_ U bQ^TURU dU^U be^Q SQecQ` _bQ aeU S_] YU^j Q Q U^YcdU^%aeU` QdUSU cub U_ bQ] U b^T Sd^T_ TU
cU^dT_ S_] x^i ^Qd bQ aeU 9 Y^c XQ Y] ` \Q^dT_ U^U^Q] U^dlc TU d^T Q \Q Xe] Q^Y^T Q^%

M UcdU T^Sd^T_ TU cU^dT_ S_] x^bUc` U dQs QcY Yc] _ cecQ^SQc i] _T_ c% S_cQc i \Q Y bQ Qi S^Se^cd^SQc TU \Qc S_cQc` D_b_ dQ^d %Y
fU] _c e^SeU b_ aeU XQc^T_ XQcd QX_ bQ U^U^ _c_ %S_] YU^j Q TU e^Ucd^T_ TU bU^ _c_ % S_] YU^j Q Q] _fU b%_ aeU XQSU] _c S_] _ ^Qd bQ
i ^USUc QbQ] U^dU ce` _^WQ] _c aeU XQ QVb^Q SQecQ_ bQ w^TU Ucd ^eUf_] _T_ TU U^YcdU^SQ^Q` Qd bTU \Q U^YcdU^SQ TU e^SeU b_ U^cU %
aeU dU^U^Q XQcd QX_ bQ ^_ cU

UHydW M`_b\ aeUcYe^Seub_%aeUcUXQRWdQc\QTQT_XQcdUrd^SUCU^e^QTYUSSW^TUuUj YQTQ^TURUSQ] RQbTUuU^Urd\Q
TYUSSW^TUce] _fYj Yrd_4_cYcUTURU`_~ubVeUQTUce Q^WVeQWVeUQ% d] Qbe^_ ^eUf_4_ SQ] RQbce S_\bUAY^SY TU Ucd_c ^eUf_c
] _T_c Uc e^UfUrd_ ^eUf_% \Q] UrdXe] Q^Q^USUCQbQ] Urdce`_~UaeUXQ QW^~QSQecQ_ bQ w^TUUA_c'

GYUcdUWQ^`brSY_Y TUcU^dT_ S_] x^cUQaeYdT_ d_T_ U\QW^] Urd_ TU_c UWSd_c Q\Qc SQecQc SUCQ% QcdT_ U\S_ ^_Sj Yrd_ TU
SeQaeYbUHydU^SQ^QTU] sc TU_ aeUdU^U] _c`_b\QY^eSW^] sc TYUSSQUY^] UTYQd^U^` QdSe\Qbd_TQ^eUcdQ`beURQTU\Q
UHydU^SQTU9Y_c%ScUQ3QW^] UrdQ] _c Ge clubTU ^eUcd_ `b`Y_ cU% U\clubTU_dQc S_cQc^aeUc_ ^cU^cRUC fUj _^_VeUQ% Ub_
XUj _c S_] Uj QT_ QcU4i TUCUUA\clubTU] e^T_% ^d_TQc cec`QdUc S_ ^cddei UrdUc% \Q] Q^UQTUce UHydU^SQ4dT_c_c aeU
`_b\ dQd_ ^_fUj _c S\QdQ] Urd_ ^_c_ ^~USUCQb^c U^ce`b`Y^Q^QebQj Q% UHydU`_bcu] Yc] _%`_b\ dQd_ TURUdUbe^QSQecQ
Dub_ cYQc S_cQc%_ Uc ^USUCQb^ U^cu] Yc] _c% eUTU^Uj `Uj QbQUcdQcY^e^QSQecQ^dT_ Ucd_ QW^] UrdUc fQ`_'

9UXUSX_%_ \ QW] _%aeU UHydU^~Q^QebQj QTU\Qc S_cQc cY^e^TQ] Urd_ `QdQUAS_ ^_Sj Yrd_ TU\GubTU9Y_c%eY^YVe^Q
UfYTU^SQTUaeUQ` QdU^TUcec`RbQ` M`_ce`_~W_ aeUcUe^WQ^QRcelT_ ~UWQbU\clubU^WU^UQ%Uj QW^Qbe^UdU^_%QRc_ led_%
^QTQe^YUcQ\i%_bQd_ %aeU _XQRbQ^U^~Q^QebQj QTU\Qc S_cQc%e^QRQcUTU UfYTU^SQY^eYfQ%aeU _TURUclub^UdU^_%
%Ub] sc`UWSd_ YVY^Q4cYdfYbQ] _c\QVeUj Qi]QS_] `bU^w^TU\Q] UrdceVSYUrd% QdU^Ube^QYTUQSQdQTURU^UcdQb
WU^UQ\i e^YUcQ` Dub_ Urd^SUC ^_cU`bUcU^QTURYTQ] UrdUQ S_ ^_Sj Yrd_ TU\GubTU9Y_c S_ ^U\QW^] Urd_4^eUcdQ
UfYTU^SQclubQY^eYf_3TURU] _cfU_%_] _fUj _c_dQc S_cQc aeUc_ ^~USUCQb^c U^cu] Yc] _c%_c S_ ^dQY_c TU_c SeQUc cU
U^SeUrdQ^U^ce`b`Y^Q^QebQj QQRcelTQi S_ ^dQNSd_bQ4S_] _fUj _c aeUT_c i T_c c_ ^SeQb_4i S_] _fUj _c aeUe^SbSe_
^_dU^Us^W^c' GYdfYbQ] _ce^QYTUQd^SQdQTU_ce^YUcQUc%UrdQT YVY^Q%QaeUdU^U] _c UcdQc_dQc S_cQc%e`_~W_
aeUTURUubQ] _cfUb] sc Y^eYfQ] Urd_ QRcelT_ TUce`_~UbaeUdUc Gub^_clubTURUfUbTU^Y] UTYQd_ aeU _XQ_ Uc`QSY`QdQ
VQ`bU^e^QTUcYUc`_cRYUaeU\Q^SW^TUGUbU^U] sc WU^UQ^QRcdQT_ TU\Q] Yc] Q^_TURUclub Dub_ ^_dU^U] _c aeU\Q
VeUj Qi]QSQ^SU TU\Q] UrdU^QcQRUbcUd_ cY^TeQTU UcdQ] Q^UQTU^eYfQUY^TU^U^TU^U^U^Ub_ U\SQ] Y_ aeU\QXe] Q^YTQT
\\UW^U^Q S_ ^_Sj Yrd_ TU\GubTU9Y_c%Uc_ aeUUAQ` wcd\XQRIQTU^F] '*3H' @Qc S_cQc YfYRYUc TUtV^TU TU\QSUQSW^TU
] e^T_%UXQSU^SQdQ] UrdUfYRYUc4cY^T_ UrdU^TYQc`_b\Qc S_cQc aeUc_ ^XUSXQc4ce UdU^`_`Tubi TU^YTQ` Dbi Ub_
QcSU^TUj _c% TUj _cdQbQ`_cdU^b% TU_c UWSd_c^aeU _TURUclub^QSQecQUdU^Q4i U^cUW^T_ VeWQ^TUj _cdQb] UTYQd
VQ^QW^] UrdQSW^%_ VQY^eSW^%aeU UcdU GubTURUclub^USUCQbQ] UrdUHydUrd4i VeUW dUkSY_c^TU\Q^USUCYTQT TUj _cdQTQTU
ce UHydU^SQ^aeU`eUTU^TUCSU^TUb% TUj _cdQbaeU] eSX_c TUcec`UbUSSY^Uc Q`bYbY

Dub_ cYe^QfUj aeU UcdUWQ^`brSY_Y TUcU^dT_ S_] x^clubQRQ^T_ ^QTQ^aeU_ aeU ^_ Uc ^USUCQbQU^cu] Yc] Q^TURU
dU^Ube^QSQecQ4i S_] Uj Q] _c Q] Q^U^Ub^aeU\Qc S_cQc aeU XQcdQX_bQ^_ XQ^cY^_%eUTU^\\UWQbQUHydU%
S_] YUj Q^QclubTUUA_c] Yc] _c%eY^YVe^QSQecQ4dT_c ^eUcd_c] UTY_c TUQcSU^TUbU^ ^eUcdQTcSecW^TU\Q
SBQebQ Q.8bUQT_b% d_TQc ^eUcdQc`beURQc TU\GubTU9Y_c%U S_bQTUe^c_\ W\`U` : ^UcdU SQc_%`_`_TUj _c`b_RQb
aeUXQ^ e^9Y_c%QcUQTUCUUA\clubTU] e^T_% \Qc SBQebQc U^UA] Yc] _%_ TU\Q] Q^UQTUce GUb^e_bTU^%QRUAUj Q
i U\ec`_D_bcyQc S_cQc`eUTU^\\UWQbQUHydUcY^YVe^QSQecQU^QRc_ led_%Urd^SUC^eY^TeTQ%eUTU^eY^YVe^Q
SQecQUc`_~cRYUQ^UUA UWSd_ BeUcdQc] UrdUc _`_bY^eQ%QebQ] UrdUce`_~U^i TUuUj YQ^UcdQc T_c S_cQc4Q
cQRU^aeU_ aeUUj `Uj QQclubU^Ue^QSQecQ%

[illegible]

6`'UcQbTUaeU] eSX_c] _`_uT TU] _`_uT TU S_cQ fUuQ`Q`Q UHed`SQTU Ucd] Q`UoQ`_TQ`QVQ` TU`Q`duhQ` Q`Q
aeU_dT_c U\`_c TURU`clbc`_Q] U`uTU e`d`_`_` QdSe`Q`% aeUTURU clbQcuU`d`TQc`_Qc` UTQT`c% aeU Ucd`d`_ TU
UHed`SQT` e`SQTURU`Q`Q`Q`ceSUTUbT`_TU`XQ` U`_`Q`S`_` Q`Q`U\`_c% e`ceZd`_S`Q`Q` TU`U\`_c% aeU S`_`cd`u] U`u`%
SQT`Q`f`U] aeUXQ`_S`Q`w`_`GY`Q`TU`cu`Y` Q`w`Q`%Q` Q`W`_U`_U`d`_ TU`U`U`d` aeUXQS`_`_`Y`U`aeU`cu`\\`U`U`Q`UHed`b`c`e`Q`
SQec`Q` TURU`TUS`%aeU\`_c Q`d`_c`Y`U`TU`Q`f`_`e`Q`T`_`^`UHed`SQT` TU`SQ`S`dubce`_`U`b`T`U`U`u`TU`_`d`Q`_S`_c`Q`4U`_`b`Q`w`
TU`aeU`_eUTQ`_\\`U`Q`Q`UHed`b`c`_`Y`V`e`Q`R`Q`U`_`b`Q`w`TU`U`Q`Q`d`U`_`b`Q`e`aeU`_`d`Q`_S`_c`Q`^`_`eUTB`c`Y`QS`_`U`cd`_`R`Z`S`w`
TU`f`U`Q`%`U`b`Q`e`Q`U`Y`TU`SQTU`ce`Uhd`Q`_`Y`T`Q`c`U`TU`cu] Y`] _`c4`_`_`aeU`U\`_c`U`cd`Q`_`T`Q`T`_`Se`U`Q`TU`Q`W`_`TU`duh`_`TU`
Q`UHed`SQTU`e`QS`_c`Q`e`Q`T`_`%Q] Y`] _`du] _`_`aeU] Q`u`T`b`Q`_`^`_`XQ] _`d`_`_`TU`ce`UHed`SQT`_`D`_`b\`_`d`Q`_`%U`TU`
clv`Q`Q`%aeU`Q`_`Q`e`Q`U`Q`_`Q`_`QdSe`Q`b`TU`Q`UHed`SQT`%`Q`clQ`e`S`Q`Q`_`T`U`U`u`TU`_`_`c`TU] sc`%eUTU`_`_`_`ub`_`Y`V`^`
V`_`T`Q] U`d`_`_`Q`Q`U`c`S`_c`Q`aeU`f`Y`U`Q`Q`UHed`SQT`c`e`Q`SQec`Q`T`UR`Y`_`Q`ce`_`_`ub`U`d`_`%`U`b`Q`ce`_`_`ub`Q`_`Q`e`Q`U`Q`
_`QdSe`Q`b`TU`Q`UHed`SQTU`e`QS`_c`Q`Q`d`c`TU`Q`UHed`SQT`%`_`_`b\`_`d`Q`_`Q`W`_`aeUTQ`_`Q`_`Q`Q`UHed`SQT`_`e`Q`SQec`Q`
b`Q`w`TU`Q`UHed`SQT`_`D`ub`_`_`aeU`U`_`_`Y`V`^`Q`_`_`U`S`_`%`T`U`Q`_`Q`_`Q`e`Q`S`_c`Q`aeU`f`Y`U`Q`Q`UHed`SQT`%`_`_`b`Se`Q`ae`Y`b`V`_`b`_`Q`
``S`Se`_`cd`SQTU`ce`_`_`b] U`b`Q`UHed`SQT`_`TURU`%`U`b`Q`d`U`_`b`Q`Q`UHed`SQT` : \`SQ`S`dub`T`Y`d`n`f`_`_`TU`U`U`S`_`%aeU`U`c`Q`W`_`aeU`
``U`u`_`U`S`U`Q`_`U`U`S`_`%`_`_`eUTU`d`_`ub`_`Y`V`e`S`Q`X`Q`S`Q`Q`S`_`c%`Q`Q`Q`S`e`Q`b`Q`d`c`TU`aeU`clQ`_`@`_`_`U`S`_`Y`Q`_`Q`e`Q`U`Q`_`Q`TU`U`c`Q`S`_c`Q`
`Q`] Q`T`Q`E`e`U`ub`%``_`eUTU`X`Q`S`ub`_`Q`T`Q`%`_`_`eUTU`d`_`ub`_`Y`V`e`S`Q`%] Y`_`d`Q`_`aeU`^`_`_`U`c`_`M`T`U`c`_`et`c`TU`aeU`clQ`TU] Q`_`Q`T`_`
d`Q`TU`_`Q`Q`aeU`ce`_`Y`V`e`S`Q`%`_`_`aeU`U`d`_`_`S`U`c`_`Q`S`_c`Q`c`U`X`Q`Q`U`U`e`b`Q`T`_`_`i`Q`TU`Q`UHed`SQT`_`e`Q`ce`Q`_`e`Q`

[illegible]

GUSSY[^] 才'

@Qf_\\$U^cY eUTUcehMbcY e^QSQecQ/Qdofrc TU\QQ5dY TQT TU\Q^QekQU QTU QJ Q

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: \Qed_bTU: ^cQ_c_RU\Q\RUQT TU\Qf_\e^QT TU9Y_c i \Qc SbQebQ^U^Uc^eUcdQQUc_Q_RZSW^S_\tdQce T_SdrQTUe^
_TubTUQed_TUuUj YQSW^TU\Qf_\e^QT^# /1 & /2$EeU^_XQ ^QTO% dtdQTU`QcQ%Y^e^QbQ w^ceVSU^d`_baet Uc%
`_baet Uc TUUcdQ) Q^Ubi ^_TU_dtd% Uj YUaeUcUQQUU^VQ S_cQ S_b_bQUc^aeUc_~% HUSdQ) U^du i V_cwVSQ) U^du
XQRQT_%Ub^QcY_4`Ub ^UMQaeUc`_b_\dQ^d U^_c Uc`Udc^aeUc^cUc TUe^Q^QebQJ QQSD^Q^aeUdU^VQ
`bJ QfUbQTUQSSW^TU^b_TUu_\c j Yj`_c% ^eUTU^TUuJ YQbu_\c j Yj`_c`D_bUSeQcUce`^USQdQ) U^duaeUe^UfU^d
S j`e^QSD TU\Qf_\e^QT^eUTU\UMQbQ`QcQbU^e^Uc`Udc^Y^e^QbQ w^ceVSU^d

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`_bUc_\UWQ QceSUTUk%`_baet Uc TU UcdQ] Q`UbQW^leVQbTU_dQ Dub_ cY`TeTQ UcdQ Qed bW^UcdQ] QdubQ/TURUclub] ei TUCSeYQT_ i ^_ YdU^SY`QTQc` D_b%

*' @RZUSW^_ TWSeYdQT`b`eUcdQ`_bt\`QUSUclub_YfYQT_ U^ce bUc`eUcdQ`_c`leSW^ @] Yc] QTWSeYdQT%_]_ t\] Yc] _\`b`_`^UWc\QcW^eYU^dU3o8w] _e^UfU^d`eUTU\UWQbQ`QcQbcY^e^QbQ] w^ceVSYU^dU`_baet Uc%`_baet Uc TU UcdQ] Q`UbQ i ^_ TU_dQ5 : ^leVQbTU bUc_YfUbUcdQTWSeYdQT%_ ^bUc`U5d_Q\Qf_\YSW^%_]_ t\`b`_`^UWc_\YfYQTU cu] Yc] _% bUc`_`^TU Q_dQ`bUW^~dQ] ei TY`UcQ/QcQRUB oEet Uc e^QbQ] w^ceVSYU^dU`_baet Uc%`_baet Uc TU UcdQ] Q`UbQ i ^_ TU_dQ M cU QcWQ`b`YQTUdU] YQSW^TUclubQ5d`_S_] _\Q8QecQ% e^QSQecQceVSYU^dU`QbQU UW5d_4i TUZd_TQc\Qc TWSeYdQTUc cY`bUc_YfUbW^Sec`%Q`b`YQTUdU] YQSW^TU SW] _U Q] Q`aeU XQR\QTU%Y` Q Uhtdbi club_ aeU UbQ`e^SQecQ5 @Q5dYfQT TU Q] Q`U`Ud] YQ`club\QSQecQTU`c UW5d_c4`Ub`_`cW^W5QU^QRc`led`_Ud] YW5 aeU cUQU dU] QTU UW5d_c aeU`_dU`U^e^QSQecQ4aeU Uc`_] Yc] _ Qed bce`_`^U bUc`U5d_Q`_c Q5d_c TU\Qf_je^dQT` 6SdYfQT TU\Q`QdUQU] QcU5`_] sc`_Ud] YW5aeUe^club`QbQ`b`TeSbi UW5d_c% VZb\Qc`_]_TQYfQTUc TU ce UhtdU^SQ% TU`dU`TU cu] Yc] _%e^e^QSQecQ`aeU VebQTU cuW^QVW`_`_dU`club Dub_ cYe^clubQ5d`_TURU%QdQT`c TU ce Q5dYfQT%`_b`TeSbi TUdU] YQbe^UW5d`TU QVW`_`_RZd`UhdU`_`_`_QRcebt`clubQTU5W^aeU U UW5d`cU`_b`TeSU cY^e^QSQecQ

+ @SeUcdW^`_Uc dQd`%o8w] _e^Uc`_WdU`T_dQT`_TU Q5dYfQT fYU`U Q Q5dQ5%_]_`_baet cU UZkSU dU Q5d`_`_`_`_baet Q5dQ5`_e^Q TUdU] YQSW^d`_`QdSe\Q5 GYQ Q5dYfQT TU\Q`QdUQU] QcU\QSQecQTU aeU e^Uc`_WdU`#U Q] QTU X_] RbU`_b UZU] _\`\$Q5dQ%`_`_cU U^SeU`dQ`TQ`U4cY`U] RQW`%aeU`_bcuc`_Q`_`_Uc\QSQecQ`_bce Q5SW^Uc Qcui QcU\Y`YdQTQ`bW^WQ% TUdU] YQT`_`_QdUQU] Q5dYfQTUc e^Q S`_cQW^UcQ4cU dQdQTU e^Q SQ`Q5YfQT`_dU`TU`SQ TU\Q`QdUQU] Q Q\Q5SW^%_b`_WU`UbQ d`_QT`4aeU`eUTU cube^QSQecQ`_b\QSeQ U Q] Q Q5dQ5`_]_`_SQcW`_]_`_d`_cU TQ4`Ub`Ucd`_`_bcuc`_]_`_`_eUTU cube^QSQecQ ceVSYU^dU`_baet U Q] Q UZkSU e^Q5d`_dQ`Uc`U5Q`W^e^`_]_ U^d`_dQW^leVQbTU`_dU`c`_8`_`_U W^TU UcdQ dU`U aeU XQRubQW`_] sc aeU e^Q dU`TU`SQ WU`UbQ Q\Q5SW^4TURU XQRubQ] RY`e^Q dU`TU`SQ`_QdSe\Q5Q Ucu YTYfTe`_Q5SW`_GYQRU`_bUW^dQcU%_baet U Q] QTU X_] RbU ecQ ce Q5dYfQT`TU dU] Q`UbQ S_] _\`XQ5U4`_Q bUc`eUcdQTURU club`aeU U Q] QedY`Q ce Q5dYfQT`_`_b`_dQd`_W^ leVQbTU`_S`_dQb`% Q aeU dU`U\Q Q5dYfQT4clubQ e^Q bUc`eUcdQ QcucQd`Q5UbQ e^X_] RbU bQSY`_Q5 oB`_] sc RY`clubS`_cYfUTQTQ S_] _e^Q] ei Y`_UhdU`dU5

, 'I`^clubQ5d`_`_eUTU dQubUW5d`c TU`QcQb`_bce Q5dYfQT% Ub`_]_`_`_`_S_] _S`_`_cUSeU`SQ TU ce Q5dQ5W`3cU`_b`TeSU`QTQ`_bce Q5dYfQT`TU`_dU`_]_T`_aeU`_`_bU UZk5SY`_TU ce Q5dYfQT%`_`_b`_dQd`_]_ sc aeU`_c`Ved`c TU ce UZk5SY`_3aeU`_`_Q`_bQ`QTQ`_QcQb`_be^Q Q5dYfQT`QdU`DUb`_U UZk5SY`_TU ce Q5dYfQT`Uc\Q5SW^4i`_`_bUc`_ce Q5SW^%_`_U UZk5SY`_TU ce Q5dYfQT`TURU`clubQ`dU`bQ`_c UW5d`c TU ce Q5dYfQT`_GYe^clubQ5d`_`_b`TeSU e^UW5d`_U`_`_dU`club`TU Q aeU ce Q5dYfQT`Uc fUcQT`_%YU`T`_U UW5d`_TU Ved`_TU ce Q5dYfQT`%e Q5dYfQT`TURU UZk5UcU`_bY`_Ub`_`_UZk5YQ%`_U UW5d`_TU aeU TURU cUW^b`D`_b`_aeU TURU club`_b\Q] Yc] Q bQ] w^eYU clubQ5d`_`_Uc ce`_b`_Y`_RZd`_% ce Q5dYfQT`Uc fUcQT`_c`_RbU cu] Yc] _% QbQ`_b`TeSbi TUdU] YQbQVW`^UW5d`_U`cu] Yc] _4cU`T`_U UZk5SY`_TU ce Q5dYfQT`TURU`bQ`dUc TU UW5d`%aeU cU \UfQ Q UW5d`_i TUdU] YQ`_`_bU\Q M`_`_b`_dQd`_ce Q5dYfQT`_`_`_eUTU club\QSQecQTU\QTUdU] YQSW^TU\Q`_bY`_UbQ Q5SW^%_`_U UZk5SY`_TU\Q Q5dYfQT`_U`cu`_`_TU`_c UW5d`c TU\Q Q5dYfQT`_cebWU`4`_QbQ aeU Y`_`_Y5QbQ e^Q S`_`_dQb`SSW`4clubQTU5W^`_bY`_Ub UZk5SY`_TU\Q Q5dYfQT`Uc Q`dUc TU`_bY`_Ub UZk5SY`_TU\Q Q5dYfQT%`_Uc\QSQecQTU\Q] Yc] Q

- ' E eU U Q] Q%Q` U cQbTU e^Q cec d^S Q Q S d f Q%_` eUTU T Y U c W S Q b c e c ` b ` Y c Q S d c %eY` _` b\Q` b] U b Q Q S d e Q S W 4_ c U b e^Q S Q e c Q T U d U b] Y Q r d U T U T Y U b U^d U c Q S d c %_ S e Q U c a e Y U b Q U U S d c T Y U b U^d U c %Q f U S U c T U e^Q S Q c U % Q f U S U c T U _d Q f T U _d U] _T_ a e U S_] _S_ ^c U S e U^S Q T U c e c ` b ` Y c Q S d c T Y U c _c %eU` _` ^U T U] Q^Y U c d _` _b U c d 4 a e U c Y U c Q c U W^d ^S U c \Q] Y c] Q S Q e c Q %Q] Y c] Q Y^U e U^S Q S Q e c Q %e Y f Q b Q S W^U^ ^Y W^ ^Q` U S d % b T e S b U Q U U S d c T Y U b U^d U c U^T Y U b U^d U c] _] U r d c' D_ b\Q] Y c] Q c e c d^S Q T U Q] Q Q r d U c T U a e U Q S d c % \Q] Y c] Q ^Q b U Q U Q Q S d f Q T U Q] Q Q r d U c T U a e U c U U Z U S U %U c T U S Y^Q r d U c U^U _b T U^ T U V^Q ^Q b U Q U Q S Q e c Q T U U U S d c T Y U b U^d U c %Q c Q R U b T Y U b U^d U c] _\S Y ^U c U^T Y U b U^d U c] _] U r d c' D U b \Q c e c d^S Q T U Q] Q Q r d U c T U Q S d c % c e ^Q b U Q U Q Q S d f Q Q r d U c T U a e U c U U Z U S U %e ^\] Y c] _` c Y f Q b Q S W^ : ^U U S d %U c e^Q S d a e U X Q S U a e U \Q` b] U b Q f Q b Q S W^U^ \Q S Q e c Q %_] _ Q S e Q a e Y U b S Q e c Q U c^U b] ^e U b] Q_ Y^U e U^S Q D U b c Y U c Q c %a e U U Q] Q ^` d U^U S Q e c Q Y^T T Y U b U^d U T Y U c Q Y^U e U^S Q S Q e c Q %U^ \Q` b T e S S W^T U U c d c T Y U c _c U U S d c 4 U^d ^S U c U c U f Y T U^d U^a e U U Q] Q ^` d U^U ^Y^U e^Q Y^U e U^S Q U^ \Q T Y U c Y^T T U _c U U S d c 4 i a e U \Q T Y U b U^S Q T U a e U U U U S d ^` _` e U T U c U b T U Y^T _Q S e Q a e Y U b S_ c Q U^U Q] Q 4_ _ a e U U c _] Y c] _%U Q] Q ^` T U d U b] Y Q \Q T Y U c Y^T T U _c U U S d c 4 _ S e Q U c S_ ^d Q Y^Q \Q c e` _` c d f ^& c S U b % \Q c e c d^S Q T U Q] Q Q r d U c T U Q S d c % Q r d U c T U c e Q W^Q T Y U b U^S Q U^U c d U^d U^T _% e U T U U c d Q b U^e^U c d Q T _i S Y S e^c d^S Q c T Y U b U^d U c % U b _c a e U] U _` _` ^W %_` _` U b] Y d S a e U U T Y U b U^d U c S Y S e^c d^S Q c T U Q] Q a e U c _` ^Q c S Q e c Q c T U d U b] Y Q r d U c T U _c Q S d c T U \Q f_je^dT 4

. ' G e` _` ^W] _c % Q a e U U c d c d U _W c X Q S U %a e U ^` U h c d U^Q S d c T U Q] Q %U^c U^d T _U c d S d % U b] _\S Y ^U c \R U c 4 Q S_ ^d e Q S W^e U c W^U a e U U Q] Q U c e^c U b Q S d f _U^ ^Q T Q] s c \U z c T U _ a e U U c e^c U b f_je^dT Q b Q _U U S d f Q 4 i S e Q^T_ S Q T Q f U j a e U ` b T e S U U U S d c T U V _Q] Q Q S d f Q % b T e S U U U S d c f_je^dT Q b Q U r d U] T U V _Q] Q U U S d f Q D U b _` Q b Q` b T e S b U U S d c _` _b _d Q^d %U c U] Y c] _` a e U ` Q b Q` b T e S b U U S d c U^S_ ^c U S e U^S Q % T U Q S e U b T _Q c e ` b ` Y Q U U S S W^ M c Y U c Q c U W^d ^S U c c U W^d U r d U U Q] Q ^` _` _b c e Q S d f Y^T T ` b T e S b d T_ c c e c ` b ` Y c Q S d c T U \Q f_je^dT _T U \Q U U S S W^Q c U] Y c] _c 4` Q b Q U c d % _b\Q c e` _` c S W^%U c ` b T e S b d T_ c c e c Q S d c \R U c T U U U S S W^f_je^dT Q b Q i T U V _Q] Q U U S d f Q _S_] _S_ ^c U S e U^S Q T U c e c ` b ` Y c Q S d c \R U c T U U U S S W^%_ a e U U U f Q U Q c e^d T Y U S d] U r d U Q \Q S_ ^d Q T S S W^Q r d U c] U^S Y ^Q T Q f T U e^Q S d \R U T U U U S S W^Q r d U c T U \Q` b] U b Q S_ ^U h W^Q S d T U U U S S W^ & G U W^ ^\Q` b ` ^Q ^` S W^T U Q S S W^T U U c d c c U _b U c %e Y c e b W U^ \Q] U r d U e^E e U d U b c^e^Q S d \R U T U \Q f_je^dT ` Q b Q` b T e S b _%Q] U r d U ^` _` U c \Q S Q e c Q f_je^dT Q b Q T U U c Q f_ \S W^4_` b a e U ^` c e b W U T U %Y U c d b U W^Q T Q` _` b \Q U U S S W^ _U T Y U ^` M` _` b _d Q^d ^` _` e U T U c U b^a e U \Q] U r d U T U R U c U b \Q S Q e c Q Q S d f Q %_je^dT Q b Q T U d U b] Y Q S W^T U ` b] U b i ` b r S Y Q f_ \S W^a e U c U b U Q S Y ^Q S _^ \Q Q W b & @] U r d U T U c U b e^Q S Q e c Q T Y U W_ %e W_ c U U _U b] Y U ` b T e S b U U S d c Q S_ ^c U S e U^S Q T U c e T Y U W_ 4^` c U ` U b] Y d S a e U c U Q \Q S Q e c Q U T Y U W_ T U d T_ c c e c ` b ` Y c T Y U W_ c' @] U r d U c e^Q S Q e c Q U U S d f Q %U ` U b] Y d S ` b T e S b U U S d c c W_ S_] _S_ ^c U S e U^S Q T U c e c U U S S Y ^U c % T U Q S e U b T _S_ ^U _c 4` U b ^` c U ` e U T U ` U b] Y d b a e U c U Q \Q S Q e c Q U U S d f Q T U d T_ c c e c ` b ` Y c U U S S Y ^U c 4 i Q a e U c e` _` ^U e^Q U U S S W^Q r d U c T U \Q` b] U b Q U U S S W^ 6 c U %Q] U r d U c Y^T _e^Q S Q e c Q Q S d f Q U ` U b] Y U ` b T e S b U U S d c U^S_ ^c U S e U^S Q T U c e c ` b ` Y c Q S d c % U b ^` c U ` U b] Y d S a e U c U Q \Q S Q e c Q T U d U b] Y Q r d U T U d T_ c c e c ` b ` Y c Q S d c 4` Q b Q U c d U c^T U \Q] Y c] Q] Q^U b Q^Q S_ ^d Q T S S W^4 i Q a e U c e` _` ^U e^Q S d T U d U b] Y Q b f U c Q T _c R U U ` b] U b Q S d % Q r d U c T U t \a e U d U^U e^Q Y^U e U^S Q S Q e c Q c_ R U c e U h c d U^S Q % \Q V _Q] Q T U \Q U h c d U^S Q

B_` e U T_ S_ ^S U R b ^Q T Q] s c a e U c U ` e U T U T U S b S_ ^U Q] Q a e U d U^U ` _T U b` Q b Q S Q e c Q b i T U d U b] Y Q b c e c ` b ` Y c f_ \S Y ^U c % S_] _` e^c U b Q a e U^9 Y c X Q T Q T_ e^` _T U b T U Q S S W^% U b _U c d 4 a e U 9 Y c X Q T Q T_ ` _T U b Q Q] Q %Q f U S U c %Q] U^` _c Q b Q U h S Y Q b] _\S Y ^U c U^c e` _` \Q S U b % T U Q S e U b T _Q c e Q^d Z'

MUcd_ cY^TeTQce`_~U^W^d_T_c Ucd_c SQ_c%e^QUUSSW^aeU`kUSUTU d_T_c] _\SY^Uc aeU QcucUXY_%^Sec_ U^ b] Ub_ TU
U^c' E eUTUcU] R_ SQU^U] U^SY^QT_ WQ^QRcelT_ ' D_b\ dQd_%Q QSDf^QT TU\Q ^QebQUj QTU Q] Q^ _VUSU QY^ TU\Qc
TWSe\QTUc S_ ^\Qc aeU cU QcYdWQ\Q^ _SW^TU e^`_TubTU Qed TUDUj YQSW^TU\Qf_je~QT%^Yf Q Q Q eTQb^U^_] sc] uY] _%
cec QRcelT_c UYS_ ^cYd^SQc'

GUSSU^J'

A_cdtT_%aeUcYQc S_cQc QMj QTc U^UcdQc UFQcYQc TURU^ce`_~UaeUc SYUj %aeUc_ ^TU d_T_ Y` _Ud^U^d% ^`_eUTU^Q eTQbQ
IQSQecQTU\Q\VRUQT 6h YQ^QH Su] _%YU^T_ UcdU UcdQT_ TU SQc_%h YQ^Q
UcShj Uc Ucd^_ RYQT_c QXQbQTUUV h QYS_XUWd

o8es\VeU\Qx\Qj Q_RcUfQT_ U^QcUSSW^Q^dub^b%eUTU cX_g&_ cw_ aeU\Q ^QebQUj Q QSDf^QTU Q] Q^`_eUTUcube^Q
bQ w`_bIQSeQ e^QSD_ TU\Qf_je~QT Uc%`_baet Uc TU UcdQ] Q^UbQ i ^_TU_dQ% Ub_dQ RY^SaeUcYcU`eT_ TU] _cdQ%
aeUf_ \SY^Uc c_ ^UfU^d_c S_ ^d^W^d^c%e cubi] Q^UbQTU cub^ _VZ_ TUDUj YQT_`_bSeQaeYbSQecQ% SeQaeYbS_cQ
Q^dUSUTU^d^_ cubQU^QRc_ led_ cubYbQ_ b`wcYd TU Qj YQ^_c% QdUcdQRUSbce ^_SW^TU\VRUQT% QaeUS_ ^cYdU U^Q
TUDUj YQSW^TU\Qf_je~QT TUcu] Yc] _%_ aeUce`_~USQTQ QSD_ \RW TU\Qf_je~QT TU cubTUDUj YQTQ`_be^QSD_ TU\Q
f_je~QT TU bQ^d^c4U^Q] UY^TU^aeU\Qf_je~QT TU TUDUj YQbe^QS_cQ%Uc U] Yc] _aeU`QdU Q] Q`QdQTUDUj YQbe^Q
S_cQ`_bTYc`eUcdQ^i ^_XQ] Q^UbQTUaeU\Qf_je~QT`eUTUTUDUj YQbe^QSD_ TU\Qf_je~QT%aeU`_baeUbu^T_ aeU QSD_ TU
\Qf_je~QT% _\ aeU Uc_] Yc] _%UW^`_6cuaeU QaeUTURU XQRubT_c QSD_c TU\Qf_je~QT U^U SQc_%Uf Q Q^d^c TU aeU_d_%
e^_fUcdQT_c_RdU\Q_dQ% U cUW^T_ U_RZd_ TU\Q` b] Ucd% UUW^T_`_bU^ b] Ub_ GYQf_je~QT ^_SQecQ i TUDUj YQbU
QSD`_bUUSSW^aeU^_SQecQ ^YTUDUj YQU^QRc_ led_4U^_ aeU^_Ucd TUDUj YQT_`_bUUSSW^%_cUTUDUj YQTU V_b] Q
f_je~QT TU ReU^WQT_% aeUTUSY^aeU\Qf_je~QT TUDUj YQQW_ aeU U Q] Q^_ TUDUj YQTU ReU^Q WQ^Q%Uc dQd_ S_] _
TUSY^aeU cU XQWQW`_b]Qf_je~QT%aeU\Q Q] Q^_ TUCQdS_ ^ce f_je~QT'

6cuaeUcy6h YQ^Q\Q\VRUQT TU\Qf_je~QT%aeU S_ ^cYdU U^QTUDUj YQSW^TU\Qf_je~QT TU cec`_b`_Yc QSD_c%U] Q^d^WQ%
fYUZ QRcelT_ i IQS_ ^dQTSSW^TURU^cub] Q^d^Y^_c%aeUSQTQ QSD_ \RW TU\Qf_je~QT Uc SQecQT_ i TUDUj YQT_`_be^QSD_ \RW
TU\Qf_je~QT Q^d^b @c SeQUc ^_c S_ ^cdQs_ ^_c QSD_c \RW aeU celWU cY SQecQ%`_bclubQ^S_ ^d^W^d^%_ TURU cub
WQTQ`_bSeQaeYbS_cQ Q^d^b b DQd aeU UcdQ UFQcY^TURU cub QRQ^T_ ^QT_% QaeU^_Uc U^QRc_ led_ QY^QbUcd d^_ TU\VRUQT%
cY_ TUCd^bTYUSQj U^d M cYXQ aeUce`_~U^aeU U Q] QTUDUj YQcec`_b`_Yc QSD_c TU\Qf_je~QT TU_dQ] Q^d^WQ%aeU`_be^
QSD_ Q^d^b b TU\Qf_je~QT 4H_TQ^U^_ Q eTQs Qce SQecQcYUc TUDUj YQ`_be^QSD_ TU U^d^Y^ Y^d_% QW^`_d_`_TUb%
U^d ^SUC Qf_je~QT ^_ TUDUj YQU^cU^`_b_ aeU U^`_TubTU Qed TUDUj YQSW^TU\Qf_je~QT Uc QRQ^T_ ^QT_`_M_ aeU Uc Q
VRUQT ^_UZUSUcU^%_V_b] U Qce`_b`_Y^`_Y^W^TU\Q\VRUQT%_bU Q] QUCd TUDUj YQT_`_bQW_] sc aeUce`_b`_Y^UUSSW^S
@c QSD_c TU\Qf_je~QT%Uc SYUj %eUTU^cubTYW^Qc% cUTUDUj YW^ cU WQ^UWQ] U^d^ Ub_ ^_cUXQSU`_b`_b`_Yf_je~QT i
`QSubTU Q] Qb^_XQ UZUSY_ U^QRc_ led_ TU UUSSW^_ U^Q`_b_TessW^TUK W

U\UUSd_3i cYf_je^dQdQ U^dU^_cU\UZUSU^U^U\Q%Sw] _Uc\Q\VRUBQT TU\Qf_je^dT UZUSYQ U^U\Q5

6cuaeUfQ]_c QQd Y^Q^_c Wb_ aeUV_b] QaeUaeYUQ^S_^ce ^Sw^TU\VRUBQT^aeUS_~cYdU U^Q TUdUj YQSW^TU\Qf_je^dT TUcec
`b`Yc Qsd_c%e ^Sw^Tucdei UQcu] Yc] Q GYU\c dU^U^SQTQ Qsd_ \RU TU\Qf_je^dT aeUcUs TUdUj YQT_`_b`b`Q i \RU UUSSW^
TU Q] Q% `b^QcU Qsd_ \RU TU\Qf_je^dT4 Q^bY b%QcUQ U^U_ bTU^TU dU] `_% \Q^QebQ U Q4Ucd Y \YQaeU WQ^S_~dQ^SSW^aeU
U^ b] UbQsd_ \RU^ Udu^USU^U Q^Qc^d %kcd TUdUj YQTQ`_be^Qsd_ \RU aeU Ucd TUQ^dU TU t\ C cY^SU^aeU\c Qsd_c \RU TU\Q
f_je^dT c_^TUdUj YQT_c`_bQW^_d_ Qsd_ TU Q] Q%]_e^Qsd_ TU\Qf_je^dT_ TU\Q UUSSW^4Ucd dQ] RY^TUcdei Uce ^Sw^TU
\VRUBQT aeUS_~cYdU U^_c Qsd_c TU\Qf_je^dT TUcUb TUdUj YQT_`_bQ`b`Yf_je^dT4_ cYc cdu^U^aeU\c Qsd_c TU\QcU bWU^`_b
^QTQ U^QRc_led_ aeU Uc Q^dU bQ U\c %eY_ aeU U\c c_ ^S_~d^W^dUc U^UcUcU^dT_ %aeUcU TUdUj YQ^i cU WQ_`_b`b`Y^Q SQecQU^
QRc_led_4Ucd dQ] RY^TUcdei Uce ^Sw^TU\VRUBQT^aeUS_~cYdU U^Q TUdUj YQSW^TU\Qf_je^dT TUcec `b`Yc Qsd_c'

: cduUc U^fUdQTUb_ UcdQT_ TU\Q^Sw^Qd Y^Q^_ TU\Q\VRUBQT%_c UcdQd Uc aeU TUU^TU^aeUcUfU^_ RY^QT_c QYS_~cYdU^SQc Rbed_c%U^_
aeUTSU^OSUSQ TUcduU] Q DQdQ UZ] `_%U^9B K XYdI 4t %U^ce TY^Seb_ c_RU\Q\VRUBQT TU\Qf_je^dT%U_`_~UQ\Q`_Y^W^TU\c
SQfY^cdQ%aeUS_] SQ^Q\VRUBQT TU X_] RUcw_ U^e^`_TubTU XQSub_ aeUcUs%_] _QaeU_ U^aeU S\QdQ U^dU QSeUd_ S_^U GB =_RRUC'
Mc^U] RQbW^%] Yc] _] U^SY_~Q\Q] Yc] Q^Sw^TU\VRUBQT%_] _U^TSdQT_ TUcU^dT_ i \QbQ w^S_] x^TU\QXe] Q^YQT% e^Q^_b] Q
UcdRUUSYQ`_bQvej TU\Q^QebQ U Q4fU^RYWQSQ aeU\Q\VRUBQT Ue^`_TubTU QSeCbTU ^_c_d_c] Yc] _c% XQSub_ aeUaeUQ] _c': cduUc%
U^UUSd_%_] _TSU t\%e^Q S_cQ WQ^TQRU QcU^dT_ i \QbQ w^S_] x^TU\QXe] Q^YQT4i `b] dQ^d_ ^_cU dQdQ dQ^d_ TU UhdQ^Q^aeU
bUS_ ^SU`_bc_b] UcdQS_~dQcu] Yc] _3`_baeUcYQ\VRUBQT ^_S_~cYdU U^Ucd_%aet_ dQ S_cQcU`eUTU TY^UWQaeUTURUS_~cYdU^S GYCU
TSU%_] _U 9B K XYdI Y^cYdU U^_d_ leVQ^aeU^_S_~cYdU c\Q] U^dU U^Q\VRUBQT TU XQSub_ aeUaeUQ] _c%eY_ dQ] RY^e^Q\VRUBQT TU\Q
f_je^dT%e^~USUcYQT4cU^T_ TU^eUf_ \QSeUcdW^%_ aeU XQSub aeU\Q\VRUBQT TU\Qf_je^dT%e^~USUcYQT S_~cYdU U^U^ Ub_ TUe^Q^UeUj Q TU
f_je^dT_ aeU^_c`_Q SQ^e^cUbY] `UTY_`_be^Q^USUcYQT S_~dQbQ S_ U^dQc`_QQRbQ%e^Q\VRUBQT`_QbQ U Q] Q U^ce TY^`eUcd_c QSeCb
TU QSeUd_ Qce`_b`Y UUSSW^S G%Ucd] Yc] _U] Yc] _Qed_b` QUSU`_Uj Yd% ce`_~WQ] _c e^Qi`_dQfUj %U^Uec_ aeU XQSub TU TSX_c TU
_c`_QTbUcQ^aeU^SYdQ S_] _cec fQUc' 6cuaeUSYdQc`_QQRbQc TUcU^U^Uc^aeUcU`_b TeSU S_] _e^dUcd_ _Y TUce Q^T_4: \Q] QSeQcQ`_b
TUSY^W`_b`YQ% Uc WQd`_ QdQaeUcU YSYU QSeQaeU^b`_Qdu U\QcUs M_c TU^ecd^_ A sbB4 @T_Sdb^QTU\c Sb^dQ`_c Uc tcdU^aeU^_cU
XQSub ^QTQ`_ceVW^TU QSeUd_ S_^U TUcd^_%Ub_ aeU SQ^TQ X_] RU XQSub U RYU^_U] Q%Qce UUSSW^DFCD^6' MQ`_QdbTU: ecURY_%Ucd`
`QQRbQc4 GYCU UcdRUUSUs U TUcd^_%QW_c WQ] \Q`_YUTQT_c_ ^_fUcdk_b_g ^6H_TQc UcdQc S_cQc^TU U^TU^T_ TU\Q^USUcYQT Ydb TeSYQ`_b
Qc UcdU\Qc%`_U^f_j QdQc_RU\Q] UTYQSW^i `b`SUNU^T_ UZUSY TU^eUcdQcU USSW^DFCD^6' MTU^eUf_%Qc`_QQRbQc TUA 6886F^G4
9Yc% QdQ`_bUcUf Qb\Q\VRUBQT TU\Qf_je^dT TU X_] RU^aeU ceVU ce SeUb_ Q] _bB^aeU`_ThQcU bU^ce`_Sw^TUS_~fUcdQ RYU^_Q] Q i
&@c aeUcU QSeW`_bU: c`_Udb GQ^d_%_cU\UfQ^QSCR_ RQZ_ SeQaeU^b^USUcYQT%Ub_ dU^U^VRUBQT TUf_ fUcU Qcu] Yc] _c% XQW^_
aeUaeUQ^U^UcdQfYQ`_ @T_Sdb^QTU\c Sb^dQ`_c Uc tcdU^aeU^_cU XQSub ^QTQ`_ceVW^TU QSeUd_ S_^U TUcd^_%Ub_ aeU SQ^TQ X_] RU
XQSub U RYU^_U] Q%Qce UUSSW^DFCD^6' MQ`_QdbTU: ecURY_%Ucd`_QQRbQc4 GYCU UcdRUUSUs U TUcd^_%QW_c WQ] \Q`_YUTQT_c_ ^
_fUcdk_b_g ^6H_TQc UcdQc S_cQc^TU U^TU^T_ TU\Q^USUcYQT Ydb TeSYQ`_bQc UcdU\Qc%`_U^f_j QdQc_RU\Q] UTYQSW^i `b`SUNU^T_
UZUSY TU^eUcdQcU USSW^DFCD^6' MTU^eUf_%Qc`_QQRbQc TUA 6886F^G4 9Yc% QdQ`_bUcUf Qb\Q\VRUBQT TU\Qf_je^dT TU X_] RU^aeU
ceVU ce SeUb_ Q] _bB^aeU`_ThQcU bU^ce`_Sw^TUS_~fUcdQ RYU^_Q] Q i &@c aeUcU QSeW`_bU: c`_Udb GQ^d_%_cU\UfQ^QSCR_
RQZ_ SeQaeU^b^USUcYQT%Ub_ dU^U^VRUBQT TUf_ fUcU Qcu] Yc] _c% XQW^_ aeUaeUQ^U^UcdQfYQ`_ @T_Sdb^QTU\c Sb^dQ`_c Uc tcdU^
aeU^_cU XQSub ^QTQ`_ceVW^TU QSeUd_ S_^U TUcd^_%Ub_ aeU SQ^TQ X_] RU XQSub U RYU^_U] Q%Qce UUSSW^DFCD^6' MQ`_QdbTU
: ecURY_%Ucd`_QQRbQc4 GYCU UcdRUUSUs U TUcd^_%QW_c WQ] \Q`_YUTQT_c_ ^_fUcdk_b_g ^6H_TQc UcdQc S_cQc^TU U^TU^T_ TU\Q^USUcYQT Ydb TeSYQ`_bQc UcdU

D_b] dQ^d_%U 9_Sd_bU^UUSd_ U^dQ U^UcQ] Yc] Q^Sw^TU\VRUBQT aeU dU^U^_c SQfY^cdQc4aeU^Q] Yc] _dU] ` _S_~TU^Q%
i QaeUTU QSeUd_ S_^Q`_Y^W^TU GB =_RRUC^Uc TUSY^W Q] Q QSeQ^T_`_bce`_b`Yf_je^dT%_c X_] RUc XQSub U RYU^_
U] Q TU QSeUd_ Qce \RU UUSSW^%e cUbU^UcU

UZkSSY_ aeU`b_SUTUTUce \VRBU AUSSW^~du^YU^T_ U^ce AUSSW^Qce fUj_ QReU^__] Q_ % XQSub\ aeU
aeYubQ^;6cuaeUcY_c X_] RBUc UZkSU^UcdQ\VRubQT U^c Qsd_c TU\Qf_je^dT cu] Y_] _c%du^UaeUcubU^UZkSub
Qsd_c TU\ XQbs TU QSeUbt_ S_ ^ce `b`YQi \VRBU AUSSW^4_%UZkSU^T_ Qsd_c TUf_je^dT aeU`b_SUTU^TUce
AUSSW^ McyUc Qcu^Urd ^SUC aeUSQTQe^_ TU\c ZUSUC cYUcd_ ^_ ce`_ ^Ue^Q_`S^W^VRBU TU^bQ^rdc TUaeU U
Qsd_ \VRBU TU\Qf_je^dT% cYe^Qsd_ TU AUSSW^ ^_ cu fQ Q^rdc TU Ucu Qsd_ TU\Qf_je^dT%aeU`b_SUTUTU t\ Mcy
Uc QcuS_ ^d_T_c \c Qsd_c \VRBUc TU\Qf_je^dT%Q S_ ^dreQSW^~TU ZbaeUSQTQe^_ TU\c ZUSUC%eY^_ cu cW^UaeU
XQ Qe^Q\VRBU AUSSW^TU^bQ^rdc TUaeU U^ b] UbQsd_ \VRBU TU\Qf_je^dT UZkSITQU^U SQc_ MVRQ] Urdp%

GYQ\VRubQT S_ ^cYd%_] _ T^SU U^`b`Y_ 9b K XYRi %u^e^X_] RBU TU XQSub\ aeUaeYubQ4i e^X_] RBU XQVQec_ TU Ucq
\VRubQT%_ cw_ U^VQc QSSY ^Uc UhdUy^Uc% Ub_ U^ \c Qsd_c TU\Qf_je^dT Qcu] Y_] _c4Urd ^SUC \Q] UTYQU^aeU\Q\VRubQT cu
UZkSU U^UcdXUd] _%aeU S_ ^cYdU U^aeUub\ aeUaeYubQ4i U^aeUTZkUBQcu^e^QTU UcdQc T_c S_c Qc TURU cubTUcd^dT_ % RY^%
* EeU U X_] RBU du^U`_Tub` QdTYc`_ ^Ub%_] _ \ aeU XQVQ du^Tis 4` _baeU\ aeU t\ aeYub% \aeYub4i `b\ dQ^d`_Tub` Qd
TYc`_ ^Ub\ aeU du^U`_Tub` QdTYc`_ ^Ub GYUcd_ Uc ce cW^W^SQT_%u^d ^SUC d_T_ UcdU WQ^S_ ^d fUc^Q QSubSQ TU\Q\VRubQT TU
Qf_je^dT i U^`_TubTU Qed_TUdUj YQSW^%b_SUTU d dQ QIQ ^QTQ4d T_ \ aeU cu QUW^`Qd^_ cub] sc aeU Ucd_%aeU\Q] Urd
TU X_] RBU XQSU\ aeU XQSU% Uc U du] QTU\ aeU Uc U ceZd_% aeU\ aeU Uc%Uc4U^T_ ^TU ^YV^ ^_ du^U SeQaeUub
S_ ^d fUc^QS_ ^U\c` C%#` : \cW^W^SQT_ TURU cub%aeU e^X_] RBU du^U`_Tub` QdTYc`_ ^UbcUWk^ce`b`Y_ SdUy QIQ
f_je^dT3Uc TUSY%aeU du^U`_Tub` _be^Qsd_ TU AUSSW^` QdU UWb_dQ4_ _be^Qsd_ TU\Qf_je^dT Q^dUSUTU^du` QdU UWbU
S_ ^cW^U^du Qsd_3i U^Ucd_ `QdUZSedQce`b`Y AUSSW^ McyUcd_ Uc ce cW^W^SQT_%_ Uc] sc aeU QdQcdQb\c` YUc S_ ^\c
aeUTYc` edQ%` TUC S_ ^SubQ^du ce`b`Y QdQ w^ D_bVQc TU ^eUf_ VQSeUcdW^~U^QaeU cu U^SeU^rdQ\Q\VRubQT TU X_] RBU U^
UcU Q^dUSUTU^du Qsd_ TUf_je^dT aeU U^W^U S_ ^cW^U^du Qsd_ @QdUc` eUcdQTU QSeUbt_ S_ ^\c] Y_] _c` b^SY Yc aeU TURU
cub%aeU ce \VRubQT U^Ucd dQ] RY ^BUcYU U^ce f_je^dT S_] _ \ XQdQ% S_] _ aeYUcdQ% RYU^Q_d_ Qsd_ TU AUSSW^ Q^duy bQ
Qaet\ 6cuaeU\Q` BU^e^rd f eUfU Q Y^Yrd_% \QdUc` eUcdQ Q W^Q aeU TURU XQSubU U^U Y^Yrd_3S_ ^U Y^TU Q`_i Qcpe`_ Y^W^%
ce TURU XQRub ^YV^ ^` b^SY Y_%

GUSSU^J >

: ^SeQ^d QIQ TUdUj YQSW^TU\Qf_je^dT U^VQc S_c Qc aeUc_ ^` UBZSdQ UrdY^W^U^rdUc U^VQfYcdTU\Q] Urd

I ^WQ^QbW] Urd QVQ_bTU`_TubTU Qed_TUdUj YQSW^Uc VQce` eUcdQ U^` UBZ^SQaeU e^YUcQ] Urd cu du^U TU\QSQ` QSTQT TU
TUdUj YQb^eUcdQf_je^dT%U^ \c SQc_c U^T_ ^TU cu` BUcUrd ^YV^ ^` _d^` _bUT_] YQ^dUBQf_je^dT%_] _cu ce`_ ^U%du^U ce AUSSW^
`QdXQSubUrdU T_c_] sc S_c Qc%aeUc_ ^` UBZSdQ Urd W^eQUC U^VQfYcdTU\Q] Urd4i VQf_je^dT Ue%Q` QdUrd] Urdp%_bS_] `Ud
Y^W^U^rd4i c^U] RQbW^%_ du^U] _c Y^V^e^QTY^SedQT U^W^UQbQe^Q AUSSW^4Qf_je^dT` eUTU TUdUj YQbQ YcdQ^du] Y_] _Qe^`_be^
`_Tubc_RUbQ^%aeU du^Uc_RBU cu] Y_] _%Y^cub] _fY^`_`b^YV^ ^_ TU\c YSUrd^_c` BU` ^TubQ^du

6cu^U Qed`b`b] Ub`VQ^_] U^SY ^QT_ TU e^U^cQ`_c_RBU\Q\VRubQT TU\Qf_je^dT% S` #D + %H%#0\$ce`_ ^U%aeU XQ
] eSX_c SQc_c%u^UaeU\Qf_je^dT cu TUdUj YQ ^Y`_b] QUcdQb` BUcUrdp%Y

J_je^dT] Yc] QcUTUdubj YQ`_bQsd_ TU UuSSW^%kcdUkSbd_ bUc Uh`bUc` =QRlQT_ TU SQc_%T_ ^TU^ XQ e^Q Q` ddtCe` Udy_bU^
 _c_RZdd_c` bUcU^dT_c` #DsW 0+\$/aeU SeU^dS_ ^UcdQc` QQRbQc3 B_ cUTURU QsdCb`_ bce` b`^Qf_je^dT% Tudu] YQbS_] _ cU dIq SQ
 ;o9w^TU cUce`_ ^UaeU\Q] Yc] QTudu] YQSW^%aeU U^Q RQcU i` Q` b] Q UQ TU Qsd_ TU\Qf_je^dT%Uc e^Qsd_ TU UuSSW^ i` U`^QSub%
 U^U aeUe^Qsd_ Uc] sc QWQTQRU aeUce S_] `QvUb 4i` Ucd` bUuU^SQ i` U`^QSubce` Udy_bUc U^V^TQ] U^d_ TU d_T_ _ _ XQSU U^U
 SQc` M^cYUc Qcu^Q] U^d_ ^_ Uc YTYUu^dU SeQ^T_ cUTUdubj YQ Qcu] Yc] Q^eY_ aeU] sc RYU^XQRUQTUdubj YQcuU Qcu] Yc] QTUe^Q
] Q^UQaeU_d_ M`_ b_ d^d_ Qf_je^dT ^_ QsdQ U^QRc_led_ U^QYTYUu^dU^SQ ^_ d^d_ S_] _ U^U^ b] Ub` Qc_ aeU cU ^USUc^d_ GY
 cU` eUTU XQSub` Qd\Q S_] `bU^cY^TU QsdCbU^QYTYUu^dU^SQ% Ub_ cY^TeTQ\Qf_je^dT ^e^SQ\ XQSU^` _baeU\Qf_je^dT TU
 S_] U^] QbQ QsdCbUc\Q] Yc] Q S_cQ% QaeU S_] Y^] Q Q UuWb_ `bUuU^ M^cYU^U^ b] UbQsd_ TU\Qf_je^dT%Q] U^d_ bUuU^QW_%
 U^d_ ^SUC\QY TU Q TUaeU_ `bUuU^% XQSU U^UcU] _ U^d_ bU^T_] YQ%` _bUf QUSubU^Q] U^d_ %aeU Uc_] Yc] _%QY TU Q TUaeU
 dU^Ue^QY^U^SQ` bU^T_] YQ^dU U^Qf_je^dT` DQcQaeU Ucd_ TUcd^i U`_ bS_] `Ud_ \Q S_cQce` eUcd^Q cQRUB E eU\Q] U^d_ eUTU
 `be^` _Tubc_RUbQ` UuWb^e^QTUT_c_] sc S_cQ%aeU QZ^SY_ TU\Q] U^d_ c`^U^d_T_c_ _c_ Q` U^d_c% UbU^d_ U^d_ W^eQUc^e^
 TU\c SeQUc ^_ cY^W^SQ U^QRc_led_ `bU` ^TubQ^dU^%dU^U ^Y^e^QY^U^SQ` bU^T_] YQ^dU U^Q] U^d_ _bU^SY] Q TU_d_`

D_b_ aeU UcdU Qed b^W^ce WlQ^QbV^] U^d_ QVQf` bTU\QSQ QSYQT TU\Qf_je^dT TU UuWb^e^QTUT_c_] sc S_cQc%_ b\Q
 SeQ Uc` UbU^d_ U^d_ YTYUu^dU^% XQSU Q] Yc] _ dU] `_%^UuU^d_%UWQb_ aeUce` _^U^%S^ec_ aeU\Qf_je^dT %U^Q
 UuSSW^%kcd_ ceZkQ Q^Y^e^QY^U^SQ` bU^T_] YQ^dU TU\Qf_je^dT TU_ UuWb` ^ MTU XUSX_ Uc_] `cYRU_ UuSubUcdU
 QbV^] U^d_ cY^Tub SQb_ 4_ ce` _^U U^U\Q Uc aeU U aeU ^UWQ Qcu] Yc] Q Ge` _^Ub\Qf_je^dT TU QsdCbU^QRc_led_ U^e^
 UcdQT_ TU` UbU^d_ YTYUu^dU^SQ%Uc QVQ] QbaeU\Q] U^d_ U^WU cY^UuWb 9 US^baeU SeQ^T_ Uc YTYUu^dU^%U` eUTU XQSub_
 aeU U^` \Q SQ%Uc TU S^baeU` eUTU cUW^bce` \QSub^SeQ^T_ ^_ dU^U U^` \QSub TU cUW^b M`_ b_ d^d_ cYXQ] QV^e^QTY^SeIdT
 U^` _c SQc_c TUT_c d bQc%_ T_c X^eUf_c% S' aeUc ^UhQSD] U^d_ W^eQUc^e^` d^` ReU^_ S_] _ _d_ 49 U\Q SeQ Ucd Qed b
 ce` _^U\Q] U^d_ U^WU XUSX_%dU^Ue^Q` S^W%` _ aeU U^UuU^d_ ce` _^U aeU dU^Ue^Q` bUuU^SQ^aeU d^d_ cU` Se` wTU
 bUc_ fUb\QTY^SeIdT%_] _ _ XQSU\c aeU t\cU_` _^U D_baeU cYUcd_c SQc_c` b^URQ^SeQaeU bS_cQ Qce` b` w^d_ %aeU
 `b^URQ^aeU e^X_] RbU U^WU i` cY^UuSSW^ M^eY^U] RQW_ Ucd_ ^_ Uc ce` b` w^d_ 4` _baeU cYUcd_ Uc_ aeU t\QVQ] Q^ec
 `b`^Qc` QQRbQc_c` ^d^d_ S_ ^dQ t\% ^_ d^d_ _ S_ ^dQ T^SU% QaeU\Qc` QQRbQc TU QaeU\c aeU cU_` _^U S_ ^dQ\Q` eUTU
 XQSub

+ B_ XQ e^Q WlQ^TY^SeIdT U^] _cdQb^U^ Ucd_c SQc_c%_] _ cU QUWQ^%_ cW_ aeU Uc` bUS^_ aeU cUQ Qcu^aeU\Q] U^d_ TURU
 UcdQbY^eY_ U^ce UuSSW^` _bQW_ aeU dU^Ue^QY^U^SQ` bU^` ^TubQ^dU^` RbU U\Q^eY_ dQ] RY ^\QV_lj Q U^aeU cU QcYaeU 6
 `_SQ QdU^S^W^Q` eUcdQ` b`^Q U^` UbU^SQ% e^QS_ ^cY^UcdS^W^T^c^d^TU\c XUSX_c TU ^eUcdQ` b`^Q] U^d_ U^U^ Ucd_c SQc_c%
 cUbs^ceV^SU^dUc` QdQSQ QbU Qce^d` D_b_ d^d_ %e` _^U^T_ aeU dU^W_ e^dQRUB_ TU QZ^TbUj Q^dUc aeU i` 4i` _baeU i` Ucd_i
 R^WQT `be^ce` Udy_b_ TUcUQT_ `be^Q] W^%_ U^QV^e^Q` dQ S_ ^cY^UcdS^W^%kcd_i TU S^T^T_ Qd SQbQV^e^Qe^` TU\c` e^d_c_
 SeQT^dT_c U^U dQRUB_ S_ ^U TUT_` B_ UcdQT_ \j YdT_` T^W^T^%U^Q` b] Ucd` b` eUcd^Q ^Y^e^` U^` QdSeQd^i ^_ XQRU^T_
 ^QTQ U^U^Qc` \Q Qc^W^cu] Yc] _c S_ ^cY^UcdT_c%aeU bUS_] Y^TQ SeQaeU bQ TU d_T_c_ _c_ cUcU^d_i SeQb_%] sc aeU_d_ 4U^Ucd
 SQc_%] Y] U^d_ Tudu] YQ Q U^dUWQ^cU Q\ aeU cU\Q] Qf^eW^Qd] QSSY U^dU^] U^Q^dU\Q Tudu] YQSW^ TU d SQbUcQ` \Q Q^aeU
 `QcQ Qcub] sc Q\Qf_je^dT%aeU U^Z_ Uc Uc` USQ] U^d_ c_RbU U^UcU] _ U^d_% aeU` QcQ QcubU^d_ ^SUC\Q] Q_b` QdU TU] Y
] U^dU^` \QaeU dU^Tb` _b_RZdd_ `bQV^e^_c_d_ c dUc S_] _ QSSY U^dU^` 6aeU XQ fQY_c` Qc_c TU

GUSSY^J =>

: ^SeQd_ Q\Q^_S^TU\Q\VRubDT TU\Qf_je^dT%aeUS_~cdU^QYTYWU^SQ

@ aeUcU XQT6X_ U^QcUSSW^YUFYQRUP%U^Ue^Qd^TU^SQU^QV^Q] UTYTQQUFYTUSQb_ QRcbl_ TU\Q_`Y^W^TU_S_] _U\jeVQb
TU\Q\VRubDT U^QYTYWU^SQ% U^UaeUaUaeYRb_] UTYQdUaSeQ\Qf_je^dT U^c^dT_ cUcW_ QdUSUTUdUaeU\QTUdUj YQSW^
TU\Qf_je^dT TUe^_i _d_ \QT_`eUTUcUbU^dUj U^dUTUcu] Y_]_% aeU`eUTUcUbTURIT_ x^SQ U^dUQce`b_`Y_`_TUb% \Q
c_RUbQ^QaeUdU^Uc_RbUcu] Y_]_%aeUfQTU Ucd] Q^UdU^U^eVQbTU U^`

Dub_S_] _Ucd_XQcYT_ TUdU TUcTU XQSU] eSX_dUj `_% XQcYT_`_b_ WU^UbQ\BUSRYTQ% dQd_YcYdU^`c`U\QVQ^_c%
cUj YUQVQ^_c%ZceYQ^_c_SYQ^_c%Qd_YQ^_c% _d_c%aeU`eUTU^] UUSU^e^QS_~cYTUbQSW^ sc S_] _\UdQ M`_b_`
dQd_f_i Q`b_SUTUbQX_bQ Qe^QYfUcdWQSW^ sc QV^T_ U^` QdSeQbi Ucd^_SW^

6X_bQ^_cUQSQ_ aeUTURUbQce`_UbaeU^_U^dT_`_c aeUcYkQ^Q\VRubDT TU^TYWU^SQ% i_ TURUbQSQVQbS_`^QcUQbce`_`Y^W^%
aeUcY^W^SQbQ^aeUc_ i cU^cRU^%Q QV^_c%aeU^SeQ^T_ cUXQRIQTU\Q\VRubDT TU\Qf_je^dT S_] _aeUS_~cYdU^QYTYWU^SQ%U
U^`bUcQ^S_] _cY^_cUbQ^U^dT^TQc U^UcU^dT_ TU\QYTYWU^SQTU\QYSYQSW^_ dU^TU^SQTU\Qf_je^dT%Y^_QYTYWU^SQTU^`_TUb
TUaQ] Q^TU\Qf_je^dT4_ aeU\Qf_je^dT%_`bUc`U^d_ Qce`_TUb_ SQ QSTQT TUU^W^U^c YTYWU^dU% eUTU^bU^SeQaeYbTbUSSW^S_`
YTYWU^SQ%QcUQRIQTUUSXQ_Q\QYaeU^TQ% RU^QSeQb_ QRcdU^UcUTUQSeQb%e^_S_] _Q_d_`9UXUSX_%Ucd`_QdUSUcube^
bU^Q] Y^d_ TUQV^_cU^SbQ^bUc` QdSeQbUc_c_Q] U^dU% BUS^Y^fU^dTQ^%aeUTU^Y^e^Q] Q^UdUS_~cYdUS_`^QVbQ] QTUUh`bUcW^
edYQT_`_b_cTUW^_bUc TU\Q\VRubDT TU\QYTYWU^SQU^WU^UbQ^ 9UcU_ T6XQc bU^U^UbQc cUS_~cYTUbQV^T_%QcUQaeUSQbQ] U^dU
S_`_SU^ce cY^W^SQT_%SeQ^T_ XQSU^e^QTcd^SW^U^dUe^QYTYWU^SQTUaQ] QU^SeQd_ Qce`_TUb_ \QSQ QSTQT TUU^W^U^c \Q
YTYWU^SQTUaQ] QS_] _Q\Q`bUWU^SQ_ UUSSW^U^cu] Y_] Qd_ cY^_cU^YVQV^Q^cU] Y_]_c Q\Y QV^QbUaeU^_dU^U^Y^W^cY^W^SQT_
Tcd^d_ U^QRc`led` @YTYWU^SQTUaQ] QU^SeQd_ Qce SQ QSTQT_`_`_TUb` QdTY^`_U^b^TU^UcUbU] Y_]_ aeU\QYTYWU^SQTUa: cdT_ TU
`_TUb_ VQSeVdT TU\Qf_je^dT% \QYTYWU^SQTUa UcdT_ aeUaQ] Q] Y_] Q^aeUdU^UaeU`_TUb_ VQSeVdT%aeUXQcdQX_bQcU] Q^dU^U^
SeQd_ Q\U^bS_ TUUcU`_TUb%U^Q\USSW^cUbS`_bi`_b] QdSQ 9UcU_ T6XQc bU^U^UbQc cUS_~cYTUbQV^T_%QcUQaeUSQbQ] U^dU
S_`_SU^ce cY^W^SQT_%SeQ^T_ XQSU^e^QTcd^SW^U^dUe^QYTYWU^SQTUaQ] QU^SeQd_ Qce`_TUb_ \QSQ QSTQT TUU^W^U^c \Q
YTYWU^SQTUaQ] QS_] _Q\Q`bUWU^SQ_ UUSSW^U^cu] Y_] Qd_ cY^_cU^YVQV^Q^cU] Y_]_c Q\Y QV^QbUaeU^_dU^U^Y^W^cY^W^SQT_
Tcd^d_ U^QRc`led` @YTYWU^SQTUaQ] QU^SeQd_ Qce SQ QSTQT_`_`_TUb` QdTY^`_U^b^TU^UcUbU] Y_]_ aeU\QYTYWU^SQTUa: cdT_ TU
`_TUb_ VQSeVdT TU\Qf_je^dT% \QYTYWU^SQTUa UcdT_ aeUaQ] Q] Y_] Q^aeUdU^UaeU`_TUb_ VQSeVdT%aeUXQcdQX_bQcU] Q^dU^U^SeQd_ Q\U^bS_ TUUcU

Dub_`_YcYdU`_b] sc dUj ` _U^U XUbj Ude] _YUh` \SQRIUTU UcdTcd^SW^4TUZbaeU\ aeUcUce`_`^US_`^bUc`U^d_ QcY^W^SQT_
TU`_c aeU`_edY Q^%UcdSQ^dTQT TU^Q] U^_c%eUTURU U^dUTub`_bQj YQ^_c SeQ^T_ XQRIQ^TU\QYTYWU^SQS_] _U^USQ` Qd
Q\VRubDT TU\Qf_je^dT%YdU^U^QY^dU^SW^TUSeQaeYbS_cQ^U^SeQaeYbQc`U^d_ TUce V^QY^TQT%QcQRUB EeU U^e^QYTYWU^SQ
dU_S_] _cQU TU\Q^_cUTUdUj YQ^i Q4`Ub_ V^RU TU\Q`_cUcW^bUQ^i fQSQ^dUc TU\Q`bUTUdUj YQSW^%QcdUa] _] U^d_%aeU`eUTU
XQRubUc`QSY` QdUa U^bS_ TUa`_TUbTU Qed TUdUj YQSW^TU\Qf_je^dT4i aeU\Q\VRubDT TU\Qf_je^dT S_~cYdU^U^` TU U^TU%
UcdQfQSQ^dU^i \Q_`_bU^Y^TQT aeU\UaeUTQ\Q`b_`Qf_je^dT` QdUcUbU TUdUj YQT_bTU Qd_ aeUfQ\QcUbU Qd_ \VRU

MQaeUXUTUcUWQQb^`_b] Ub\jeVQb%aeU` QdXQSUbQSQ^ UcdU UcaeU] QTU\Q@RUbDT%QYTYWU^SQTURUcUb` UbU^Sd^i QRc`ledQ
dU^UaeUXQRube^Q\VRubDT` UbU^Sd^TUd_T_`bU`_`TUbQY`^QdUSUTU^dU_ YSYQSW^ D_baeUcYQf_je^dT^i QUcdQbYSYQ^T_%Q^dUc
TUaeU U^bS_ ce`_b_`Y_`_TUb_c_RUbQ^_c_RbUcu] Y_]_%U^d_`^S^Uc ce YSYQSW^cUTURU QaeU^_ Ucd^`U^dUj U^dU^cUbCYSeQ^T_
cU`_b_`_U^T_c_`_eUcd_c Q\Q

Q] Q`_bce UAUSSW%Q`_b`eUcdQ^_U`S_`rdQbU Q] QU^ce d dQYQT U^e^UcdQT_ TU YTYWUW^SQW^nd`^Suk^_ cU U^SeU^ndQ U^e^UcdQT_ TU
YRUbQT` QdQ]Q] UbdQed@: H: F: A: B: 68 * B U] U^_bWbQT_ TU e^cltW_ QrdUSUTU^du TURU clbS_] `QdRU S_ ^ce^_ SW^TU YRUbQT` D_bdrnd
du] `_S_] _YSYQSW^` BUfQ`_cU U\Qf_je^dT% ^_ cU UY] YQW Qrdub`bcUe^U Q\QxYd] QdRU]_T_ aeU Uc S_] `UdQ] U^duY] `_cRU aeU\Q
K Y] TURU QdcbTU_ d_]_T_ aeU QWbQTQRU] U^du Q\U\Q GYTeTQ%Qf_je^dT ^_ `eUTU Qdcb_ UAUWbS_`rdQbQ\Q YSYQSW^` BUf_] YQ^du
BUcdQ^du TU\Qf_je^dT` Ge`_`ub_ S_`rdQY`%ubQ\] Y] _aeUce`_`ubaeU\Qf_je^dT Uc S_`rdQbQ YSYQQT_ Qce QdcbQ YSYQSW^`
`BUf_] YQ^du% S_`rdQY_ Q\ aeU cU YSYQQT @ aeU\Qf_je^dT` BUWbU^TU Uc_%d TQc Qc S_cQc S_`cYU bQTQc% BU`_`TU bQ i bQ] `Qc` : c
WbQ] U^duY] `_cRU aeU\Qf_je^dT` QdQ UcS_ WbU^S_`rdQTU ce`_b`YQ YSYQSW^` BU`_`TU bQ^du BUcdQ^du i U` BUcU^du% QaeU Uc Q` BUWbB
S_`rdQbQ Qce`_b`YQ` BUWbU^SQ QdcbQ% UYWU U^S_`rdQTU ce`_b`YQ UAUSSW^` BUcU^du @df_je^dT%_b\ dQ^d`%YU] `BU i SeQ^T_ cU Ucd RQZ
YQYWU^SQ TU e^Q QrdWbQ YSYQSW^` BU`_`TU bQ^du%_ Ucd U^YRUbQT` QdQe^`eUf_ Qsd YRUJ_ SeQaeU bQ^aeU QX_bQ clbS e^Qsd TU
Qed TUduj YQSW^` @ aeU Uc e^Qsd YRU Qed dTUduj YQT_%TURU clbE^ aeU TUduj YQ\Qf_je^dT U^Q`_`cltW^i ec_ TU e^Q Uc` USU
`USe\QbTU YRUbQT4d S_] _S_`cdQ U^e^Q YRUbQT TU d TQ S_cQ^aeU%YUeU bQ\Q%QdQY] `_cRU aeU\Qf_je^dT%U^UcU]_ U^d`%TURU clbTU
d]_T_ aeU TU UcQ] Q^U bQ\QaeU cU dU^TU _ UAUWbU^S_`rdQTU ce`_b`YQ UAUSSW^` BUcU^du @df_je^dT%_b\ dQ^d`%YU] `BU i SeQ^T_ cU
Ucd RQZ YQYWU^SQ TU e^Q QrdWbQ YSYQSW^` BU`_`TU bQ^du%_ Ucd U^YRUbQT` QdQe^`eUf_ Qsd YRUJ_ SeQaeU bQ^aeU QX_bQ clbS e^Qsd
TU Qed TUduj YQSW^` @ aeU Uc e^Qsd YRU Qed dTUduj YQT_%TURU clbE^ aeU TUduj YQ\Qf_je^dT U^Q`_`cltW^i ec_ TU e^Q Uc` USU
`USe\QbTU YRUbQT4d S_] _S_`cdQ U^e^Q YRUbQT TU d TQ S_cQ^aeU%YUeU bQ\Q%QdQY] `_cRU aeU\Qf_je^dT%U^UcU]_ U^d`%TURU clbTU
d]_T_ aeU TU UcQ] Q^U bQ\QaeU cU dU^TU _ UAUWbU^S_`rdQTU ce`_b`YQ UAUSSW^` BUcU^du @df_je^dT%_b\ dQ^d`%YU] `BU i SeQ^T_ cU Ucd RQZ YQYWU^SQ

GYSeQaeU bQ^TURU bQ^TU S%`_ XQ` ^USUcYQT TU aeU\Q YTYWUW^SQ TURU clb` U bU Sd 4` U b_ Q` UcdQb TU e^U h YSYQSW^` cYWbU
cU^T`_%YU] RQbW`%YU` Uc] ei `eU bU`_%cRUJ U^duY] Q^U bQ^ Q TU\Qf_je^dT` eUTU ce` UcdQ`_`_`U^i aeU B&c cU Uc
Wb`clbQ] U^du QRcebT_4`_b\Q^U bQ^ Q TU\Qf_je^dT`aeU cU dQ^d`WbQ^TU aeU `e^SQWU TQ dQ c_RUbQ^Q i T_] Y^Y`%_] _` QdSQecQb
cu` BUWbBi ^_` BUWbBQ] Y] _ dU] `__%` QdQUAUWbU^S_`rdQTU ce`_b`YQ UAUSSW^` BUcU^du

D_b\ dQ^d`%YXQ` U] U^_bWbQT_ TU` BU`_`TU bQ^`^QrdUSUTU^du TU\Qf_je^dT`aeU TURU UcdQb` U bU SdQ] U^du QR`YQ^Q^ndUc TU aeU
Qf_je^dT` eUTU UcdQbU^YRUbQT` QdQTUduj YQbCU U SQ] Y`_S_`rdQY` M cYQf_je^dT TUduj YQ U^cU TU\Q] Y] Q] Q^U bQ`_`Ue
e^QTUduj YQSW^`YRUJ_%`baeU\Qf_je^dT ^_ Uc d dQ] U^du U^YRUbQT Q XQ S U b_4ce TUduj YQSW^` ^_ Uc TU d T_ TU cu] Y] Q% U b_
cU TUduj YWU^` QdU QrdUc`W^ce YSYQSW^` BUfQ i d TQ\Q YRUbQT TU` c UZbS Y`c U^U SQc_%Ucd U^e^Qe] U^d TU YQ YSYQSW^`%
aeU cU TQ Q cu] Y] _%e] QT_ Q\ aeU dU^d`_be^Q Wb^e^SQ bCU W 4XQ dQ^d TU cu] Y] Q%]_b\ dQ^d Uc TU` U bU SdQ YTYWUW^SQ
D_baeU Qe^aeU\Qf_je^dT dU^d e^Q dU^TU^SQ Qrdub`b TU UcQ] Q^U bQ^eY U] RQbW`%_] _ Q U cU WbQT_ QTSY`Q TU YSYQSW^`aeU ^_
dU^d YWb^Q dU^TU^SQ D_b\ dQ^d YQ dU^TU^SQ Qrdub`b ^_ Uc TUS_`cYU bQSW^`% ^BUc` U Sd_ Q Qsd U^U aeU\Qf_je^dT Uc YRUJ 9 U
] Q^U bQaeU cU dQd TU`] Y] _ aeU cU T Y` Q` b^SY`%aeU Q] UTYQaeU U Qsd TU\Qf_je^dT`U^QaeU\Qf_je^dT Uc YRUJ dU^U
aeU clb` U bU SdQ YTYWUW^SQ% TU UaeYRY`

DQdQ`eecdQbUcd 3ce`_`WQ] _c aeU e^`_`TU bTU Qed &_fY] YU^d c_RUbQ`_ U^e^SeU b_`QdcbQ4` U b_ aeU U A SeU b_ Ucd U^`
]_fY] YU^d i Q%_be^cltW_ QrdUSUTU^du4`_bUJ] `\"%Q WbQ YQSW^` XQ S Q U S U^d_ TU\Q dU bQ i dU^U e^WbQT_ TU] _fY] YU^d U^`
fYbET TU UcdQ dU^TU^SQ Qrdub`b cY`_`_bce`_`TU bTU Qed &_fY] YU^d aeU Q^QTU e^WbQT_] sc Qce]_fY] YU^d% cU] eUfU dQ^d
Q^Q] QbS`YQ] U^du XQ S Q U S U^d_ TU\Q dU bQ TU` aeU\` XQ bQ cW`_`_bce WbQ U TQT 3Uc Uf YU^du% d T_`_` aeU cU TURU Qe^`
cu] _fY] YU^d`_`TU bU^Ucd SQc_%Uc U WbQT_ QTSY`Q TU] _fY] YU^d 4i aeU U A _d_ WbQT_ aeU d e f_ TU\Q WbQ U TQT%`_ Uc TU
S_`cYU bQSW^` U^U SQc_4U U bU Sd_ Uc U A] Y] _%_] _ cYU SeU b_`XQ R Q bU S Y Y`_ TU cue^WbQT_ TU] _fY] YU^d TU e^UcdQT_ TU
BU`_c`_`U bU Sd`_D_b\ dQ^d`%Yce`_`U] _ce^`_`TU bQed &_fY] YU^d TQT_ Q\Q U cSQ Q TU e^UaeYRY`%aeU dU^U e^`_Uc TU e^`
WbQT_] sc Q] S TU\Q U cSQ Q`_eUcd 4i cYQbReY] _c

QU\Q\Q`_cY\Y\QT TU QvQ\NbQcu] Y_] _ _d_ V\QT_ TU\Q\UeUj Q TU\Q] Y_] Q] Q`UkQ%_bce`_TubTU Qed&_fY] Y`rd_4Ucd_ Uc cw_ _] Y_] _aeU Q QdRReYUe^`_TubTUTQcUe^V\QT_ TU`W`_~TukQd^~TUe^`UbU5d_ UaeYRBy_4i`_b_d`rd`_`_TubS_] _\Q UcSQQ dU`UaeUTQcUe^UaeYRBy_] sc TUe^`UbU5d_ UaeYRBy_%_b_d`rd`_`_TubQed&W`_~TukQ`du Qed&_fY] Y`rd_ aeU dU`U^` _] sc` D_b_ aeUce`_Tub\VRbu TU UcdQ] Q`UkQcYU] `W`XQTU cUb] Y\Y`_ TUcTU U\ UaeYRBy`_ UbU5d`

BUSUcYd_ TUSb`~QTQ] sc aeUTU] _cdQ%aeU cY>~YUW`SQ cubUcU`SQ` QdQ\Q\VRubQT%W`UaeU cUb` UbU5dQY`YUW`SQ4i aeU\Q] U\Y`TU U` aeU\Qf_je^rdT Ucd_ TUC`b`f`cd_ TU Ucd_%QcdQX_ bQ Uc aeU\Q] Y`ubQTU UcdQ\VRubQT`_b\QaeU Ucd_ U`SQ` QSTQT TU cubce`b`Y` TUDUj Y`Q`du`e`Y`cubU`Qc_ved`_Q`Y`Q%_ Ucd_ ceZd_ Q\Q`_`du`SQi` \Q`Y`Ue`SQ TU QW`e`Q`_dQ`S_cQ`W`cec] _fY] Y`rd`ci` TUDUj Y`Q`S`_Uc`

=QRYU`T`_RcUf QT_ UcdQc S_cQ`%W`QDU] _c QX_ bQ cYUcd^`S`W`TU\Q\VRubQT TU\Qf_je^rdT aeUS_`~c`du U`~Q`Y`YUW`SQi` U\ UaeYRBy_% \Q Qed_ TUDUj Y`Q`S`W`TU\Qf_je^rdT U`dQ UcdQT_%`_c Q`celb`_ U`YS_`~c`du`du

MQaeu] UVe`cdQ`UcdQ\UsubUcd_ S_] _e`ChY_] Q TU\Qf`U\QT Y`TeTQRU4aeU SQ`TQ`Q5d_ \VRbu cU`W`QY` Q U`e`Q``Y` QdQ TU\Q\VRubQT% ^`cw_ TUC`etc TUe^UcdQT_ dQ`eYe^Q5d_ TU\Qf_je^rdT cUQe^Q5d_ U`UaeU U\Q] Q`Uc \VRbu`TURU cubU`Z`ST`Q U`e`b`Q`SY` TU\Q \VRubQT% U`U_] _] U`rd_ TU\VRubQT` B_`cUbs` ceV`S`U`du`aeU U\Q5d_ c`W`e`Y` U`T`Q`Q] U`rd` Qe^UcdQT_ TU\VRubQT`4DUb_ \Q\VRubQT` Q`^` TURU S_`~d`e`Q`% S_`&h`Y`cd`S_`^U\Q5d_4U\Q] QaeUTQ U`^`_cUc`W`TU\Q\VRubQT` D_`baeU UcdQ Uc`Q`^`S`W`TUe^Q5d_ \VRbu TU\Q] Q`% Y`Sec_ e^Q5d_ U`UaeU U\Q] Qe`dY`Q_ U`Z`Uj Q\Q\VRubQT` DUb_ cYU\Q] Q`^` Uc`%W`U_] Y_] _] _] U`rd_ TU\Q5d_`W`^`_cUc`W`TU\Q \VRubQT%`_`eUTU U`UcU] _] U`rd_ Ucd_ U`Uaec_ TU\Q] Y_] Q`

6X`bQ\Q`_W`U`e`Q`Uc`%eYQW`e`Q`f`Uj` U\Q] Q`TU\X_] R`W`_`~Q`TU`Q`du`e^Q5d_ TU`f_je^rdT%` Y`rd`Qc`aeU`d`T`Q`d`cU] Q`rd`U`U`e^UcdQT_ TU \VRubQT`Q`c`R`U`b` U`U\cU`rdT_ TUe^UcdQT_ TU`Y`Y`UW`SQ`_`cYU\Q] Q`SQ`T`Q`f`Uj` U`Z`U`S`U`e^Q5d_ TU`_W`U`W`U`SQ`%` Y`rd`Qc`aeU`U`UcU] Y_] _] _] U`rd_ \Qf_je^rdT Ucd_ U`e`UaeYRBy`_`UbU5d`%`_cU`YS`Y`QTU`e`Q`] Q`UkQ] sc aeU`_d`_`@] Y_] Q`eUcdQTU\Q`SeUcdW`^`ceV`S`U`du``QdQ]_cdQb\` Q`celb`_ TU\Q`Uc`eUcdQ`Q`W` Q`d`Q`b`_b\` b`T`U`e`Q`cubQ``QdQ`SeQaeY`ubW`Q`^`_ TU`Y`c`cd`%aeU`U\Q] Q`U`W`U`e`Q`S`_c`Q`Q`rd`Uc`aeU`_dQ`%` SeQ`T_`U`U_] Y_] _Y`cd`rd`U`U`aeU`Uc`S_] `W`Ud] U`rd`Y`Y`UW`U`du`S_`^`Uc`_U5d_ \Q`SQ`T`Q`:_`cd_ Uc`_] Y_] _aeU`TUS`b`U\Q] Q`_W`U`W`U`e`Q`S`_c`Q`Q`_dQ`%W`U_] Y_] _] _] U`rd_ U`aeU`^`_dU`U`^`_W`U`W`U`S`U`&U`SS`W`^`_`W`U`W`U`SQ`^`_] sc`eUTU`UcdQ`U`e^UcdQT_ TU`Y`Y`UW`SQ`%aeU`U\]_fY] Y`rd`_`eUTU`UcdQ`U`e^UcdQT_ TU`TUC`SQ`c`_%`aeU`U\`W`_~TukQd^~TU\Q`Uc`SQ`QTU`e`Q`R`Q`Q`] Q`eUTU`UcdQ`U`e^UcdQT_ TU`UaeYRBy`:`\]_fY] Y`rd`_`eUTU`cubU`c`W`e`Y`du] _] U`rd_ TUC`etc TUe^TUC`SQ`c`_4`Ub_`^`_`eUTU`S_`U`h`Y`cd`S_`^`U\Q`%W`^`d`T_`%`Y`Sec`_]_]_ U`c`%` Q`du`TU`U\Q` 6cu`_`S`W`^`eUTU`cubY`] U`T`Q`Q] U`rd`TUC`etc TUe^UcdQT_ TU`Y`Y`UW`SQ`%Ub_`^`_`eUTU`S_`U`h`Y`cd`S_`^`U\Q`Y`Sec`_U`_`b`R`SY`Y` TU`aeU`^`_cU` U`SeU`rd`Q`U`e^UcdQT_ TU`Y`Y`UW`SQ` M`_b\`d`rd`%eYUcd_ Uc\VRubQT`%Y`W`^`Q5d_ TU\Qf_je^rdT`W`^`SeQaeY`ubV\QT`%cU`W`QY`Q`cYU] `W`U`U`e^` UcdQT_ TU\VRubQT%` U`U_] _] U`rd_ TU\Q`@RUbQT` @f_je^rdT`i` \Q\VRubQT` Ucd`^`d`^`U`Z`c`TU`Q`S_`b`T`Q`b`Z`e`rd`c`%`cY`T`_e`^`_Uc`U`SQ`Q`_d`%aeU`c`^` S_`~d`Q`Q`c`e`Q`Q`_dQ`%`e`^`_U`h`S`e`i`U`i` TUC`d`e`i`U`Q`_d`%`d`rd`_ S_] _] _] _fY] Y`rd`i` W`_c`_`%Q`e`j`i` \Q`_c`S`e`b`T`Q`T`%` \Q`f`Y`Q`i` \Q] eU`du`9U] Q`UkQaeU \Qf_je^rdT`Q5d`Q`^`_U`d`T`_c`%`_d`rd`_ S_] _] _] Y`Y`Q`Q`Q`S`e`c`b`W`U_] _] U`rd_ TU`T`S`X`Q\VRubQT`3Q\VRubQT`X`Q`TU`Z`T`_ TU`cub`W`^`U\`b`j` Ub]_]_ U`rd_ TU\Q`Q`SS`W`4i`_`b\`d`rd` \Q\VRubQT`^`_`eUTU`\U`W`Q`b`Q\Q`Q`SS`W`%Q`U`S`d`b`_ TU`SQ`W`SQ`_%` T`Q`b`U`e`Q`TU`_] Y`Q`S`W`%`_] sc aeU`cY` XeR`Y`U`b`TU`Z`T`_ TU`cub`f`U`rd`U`Q`_c`Q`rd`Uc`TU`aeU`S_] U`j` QdQ\Q`Q`SS`W`^`_`^`U_] _] U`rd_ U`aeU`TU`Z`TU`cub\VRubQT`%TU`Z`TU`cub`e`^`d`b`_ TU`SeQaeY`ub S`_c`Q`G`Y`Q`e`j`i` \Q`_c`S`e`b`T`Q`T`cU`ce`SUTU`^`TU`V`b`j` Q`Y`cd`Q`d`_`U`Q`%Q`e`j` SQ`W`SQ`~Q`T`Q`TUC`etc TU`aeU`X`Q`c`Q`Y`_%` QdQ`X`Q`S`ub`SeQaeY`ubS`_c`Q`W`W`K`d`_] U` _`R`W`Q`rd`U`W`^`U\`b`j` Ub] _] U`rd_ TU`S_] `W`Ud`_c`S`e`b`T`Q`T`%`_] sc aeU] Ucd`_ Q`_c`TUC`etc` @f`Y`Q`cU`TU`_] Y`Q`~Q`T`Q`TU`f`Y`Q`Y`_`_`_b`Q`SQ`W`^`U\` G`Y`Q`e`j`i` \Q`_c`S`e`b`T`Q`T`cU`ce`SUTU`^`TU`V`b`j` Q`Y`cd`Q`d`_`U`Q`%Q`e`j` SQ`W`SQ`~Q`T`Q`TUC`etc TU`aeU`X`Q`c`Q`Y`_%` QdQ`X`Q`S`ub`SeQaeY`ubS`_c`Q`W`W`K`d`_] U` _`R`W`Q`rd`U`W`^`U\`b`j` Ub] _] U`rd_ TU`S_] `W`Ud`_c`S`e`b`T`Q`T`%`_] sc aeU] Ucd`_ Q`_c`TUC`etc` @f`Y`Q`cU`TU`_] Y`Q`~Q`T`Q`TU`f`Y`Q`Y`_`_`_b`Q`SQ`W`^`U\` G`Y`Q`e`j`i` \Q`_c`S`e`b`T`Q`T`cU`ce`SUTU`^`TU`V`b`j` Q`Y`cd`Q`d`_`U`Q`%Q`e`j` SQ`W`SQ`~Q`T`Q`TUC`etc TU`aeU`X`Q`c`Q`Y`_%` QdQ`X`Q`S`ub`SeQaeY`ubS`_c`Q`W`W`K`d`_] U` _`R`W`Q`rd`U`W`^`U\`b`j` Ub] _] U`rd_ TU`S_] `W`Ud`_c`S`e`b`T`Q`T`%`_] sc aeU] Ucd`_ Q`_c`TUC`etc` @f`Y`Q`cU`TU`_] Y`Q`~Q`T`Q`TU`f`Y`Q`Y`_`_`_b`Q`SQ`W`^`U\`

`b] Ub] _] Urd_ TU\Q] eUbu`UBUSd 6cu\VRubQT%eYS_~cYdU^_ Y_ \SQYTYWU^SQ%eU`eUTUTU_] Yqb^QTQWQd%~^U
`b] Ub] _] Urd_ TU`BUWU^SQ_ `b]_~TubQY_~ D_b_ dQd_%k] Q^WUcd_%aeU^YV~Q\VRubQT\QSeQ_cUkcd U^`_clUW^TU%
edY]Q`e^SQ%U^SeQaeUkQ TUcec Qsd_c TUf_je^dT%~cYdU^~QYTYWU^SQ% aeU\Q_`Y^W^TUS_] _ce`_~Ub%aeU\Q
YTYWU^SQ`UduYUSUQ\QkU^SQ] Y_ Q TU\Q\VRubQT%k U] sc Qd_ WQQT_ QRcelT_ i S_ ~dQrSd_bY`

GYQW~Y^TURU Y_ QW^Qb%aeU UcdQV_b] Q TU QW] UrdQbUc ^QTQ] sc aeUe^deS_ i U^WQv_4i `QdQ UfQTbU_b] _Q] Yrd_%
TURUbQTUSb%aeU\ aeU\Qf_je^dT UZUSUce \VRubQT%_ Ucd U^U Qsd_ TU UAUSSW^_ `b]_~TubQY_~U^cU%Y_ U^Q
TUdu] YQSW^TUcuQe^QSYUdu AUSSW^_ `BUWU^SQ%aeU U Qsd_ TU\Qf_je^dT U^U aeU Uc \VRUW^ edY]Qce `b`Y_
c_RukQrQ%~cYdU^ce SQecQb_ TUdu] YQbU SQ] RY_ dQr^SW^TUE^UcdQT_ T UYTYWU^SQ Qe^QSYUdu`BUWU^SQ_
TUdu] Yqb`QdQTQbe^SYUdu Wb_ Q\QRQQ^ Q^aeU dU^U XQcdQX_bQY_ Qx^4i aeU\Qf_je^dT UZUSU Ucd Qsd_ U^e^
UcdQT_ TU\VRubQT%_] YrdQc Qf_je^dT d_TQf_w` U] Q^USU U^UaeYRbY%`UBUSd_] Qkcd_ TU YU^U^STWY%YQW~^ TUcUQ
Uh`bUcQbce ^_SW^TU\Q\VRubQT TUc`et c TU Ucd_% QW_ `bU Ucd_%Q] _c QfUbcYt\`eUTU dU^Ubt hY_] UZbaeU QrdUc`

@ aeUcU QW] Qk aeU\Qf_je^dT% YrdQc aeU d_TQf_w`cU] QrdU^U^UaeYRbY`UBUSd%Y^`BUWU^SQ%TUdu] YQaeU U`b`Y_ SQ] RY_ TU
UcU UcdQT_% UhsQbU^cu] Y_ _e^QSYUdu AUSSW^_ `BUWU^SQ 6X_b]QfQ] _c QfUbcYkcd ^_fU^U Q] Y_ _QRcelT_ aeU dU^U _c QrdUc`GY
Uc QcuaeU\Qf_je^dT% YrdQc aeU Qx`U] Q^USU`UBUSd] UrdYTYWU^TUdu] YQaeU`_~UcU TU UcdQT_%`QdQTQeUe^QSYUdu
`b]_~TubQY_~U^U^`Suk] U^UcdQb`BUW~Qb%YU Q] Q^_ TUdu] YQ\QTU AUSSW^4_ cYQf_je^dT TU\WQbQe^QTUdu] YQSW^`Qd
XQSUA_%_cuQ_] Y_ _aeU U Q] QfU^U Qe^Q_`SW^`QdXQSUA`GYU Q] Q^_ TUdu] YQ\QTU AUSSW^% U^U UZUSU TU\Q AUSSW^%
Urd`Suk ^_ TUdu] YQTU] Q^UkQf_je^dTQ M^YU Q] Q^_ TUdu] YQTU] Q^UkQf_je^dTQ`_`bce`b`Qf_je^dT%Mou^aet cUrd_ dU^Uce
TUdu] YQb aeU M^YU Qf_je^dT ^_ TUdu] YQWrd`Suk%Sw_ Ucd Q\VRubQT TU\Qf_je^dT UZUSU U^U Q TUdu] YQSW^5 oEet SQcU TU
VRubQT Uc UZUSU`_bU Q] Q^U^UcQ TUdu] YQSY`Uc%U^U aeU ^_ XQ UZUSU TU\Q`SW^%aeU ^_c ^f_je^dT%_c% U^U aeU\Qf_je^dT ^_
cU BUWUUS Dub_ cYU^U`U] YduQ%aeU UcdQTUdu] YQSW^Uc e^Qsd_ TU AUSSW^% cU YcYdU^U aeU U Q] Q% YrdQc aeU d_TQf_w`cU] QrdU^U
U^e^UcdQT_ TU`UBUSdYTYWU^SQ%`d`_b`_~UcU TU UcdQT_%`QdQUS^TUbu^cu] Y_ _e^_ SQ] Y_4Urd`Suk U Q] Q\QXQWUQT_ Q
e^Q AUSSW^4i _`d`_bUcU SQ] Y_`M QcudU^U _c U] Y_ _QRcelT_ _ aeU dU^U _c QrdUc`6aeU Ucd U Q] Q^U^UcdQT_ TU AUSSW^% U^e^
UcdQT_ TU UaeYRbY%Qc T_c Q] Y_ _du] _`3U Q] Q\Q AUSSW^TU e^SQ] Y_ % YrdQc aeU`U] Q^USU U^e^UcdQT_ TU`UBUSdYTYWU^SQ%
i ^_ dU^U Y^V~Q`SW^TU e^Q] Q^UkQ] sc aeU U`dQ&MTU XUSX_ UcdQV_b] Q TU XQRQbQe^aeU`eUTU_SelQbe^`_S_ TU\ QRcelT_%^U^Q
cSelQTQT TU Uh`bUcW%Qe] UrdQYYS~cYdU^SQ 9USb%U Qsd_ \VRU TU\Qf_je^dT% U Qsd_ aeU\Qf_je^dT UZUSU U^e^UcdQT_ TU\VRubQT i \Q
YTYWU^SQ%_ Y_ \SQ`BUWU^SQ U^U Q%Ub_ Uc_ aeU XQSUA\Qf_je^dT S_`U^U^TU SQecQb_`b_TeSbe^Q`BUWU^SQ%k dQd_ S_] _TUSbaeU
U Q] Q UYWU#Qd aeUubi`Qd U UMb_c`^Q] Y_ QS_cQ%Y^U AUSSW^%`BUWUcY`BUWU^SQ%~^U^U^TU SQecQb_`b_TeSbU S_] Y_ TU
e^Q`BUWU^SQ% Q`b] UQ_`SW^`M Ucd_ Uc%aeU\Q`b] UQ_`SW^cU UZUSUcY^U AUSSW^%~^U^U^TU`b_TeSb`_bcu] Y_ _Qe^aeU`eUTU
_SelQbe^`_S_ TU\ QRcelT_%^U^Q_cSelQTQT TU Uh`bUcW%Qe] UrdQYYS_~cYdU^SQ 9USb%U Qsd_ \VRU TU\Qf_je^dT% U Qsd_ aeU\Qf_je^dT
UZUSU U^e^UcdQT_ TU\VRubQT i \QYTYWU^SQ%_ Y_ \SQ`BUWU^SQ U^U Q%Ub_ Uc_ aeU XQSUA\Qf_je^dT S_`U^U^TU SQecQb_`b_TeSbe^Q
`BUWU^SQ%k dQd_ S_] _TUSbaeU U Q] Q UYWU#Qd aeUubi`Qd U UMb_c`^Q] Y_ QS_cQ%Y^U AUSSW^%`BUWUcY`BUWU^SQ%~^U^U^TU
TU SQecQb_`b_TeSbU S_] Y_ TU e^Q`BUWU^SQ% Q`b] UQ_`SW^`M Ucd_ Uc%aeU\Q`b] UQ_`SW^cU UZUSUcY^U AUSSW^%~^U^U^TU
`b_TeSb`_bcu] Y_ _Qe^aeU`eUTU_SelQbe^`_S_ TU\ QRcelT_%^U^Q_cSelQTQT TU Uh`bUcW%Qe] UrdQYYS_~cYdU^SQ 9USb%U Qsd_ \VRU
TU\Qf_je^dT% U Qsd_ aeU\Qf_je^dT UZUSU U^e^UcdQT_ TU\VRubQT i \QYTYWU^SQ%_ Y_ \SQ`BUWU^SQ U^U Q%Ub_ Uc_ aeU XQSUA\Q
f_je^dT S_`U^U^TU SQecQb_`b_TeSbe^Q`BUWU^SQ%k dQd_ S_] _TUSbaeU U Q] Q UYWU#Qd aeUubi`Qd U UMb_c`^Q] Y_ QS_cQ%Y^U AUSSW^%`BUWUcY`

: ^ce SQc_% QdQ UfQTbUcdQc S_cQc^TURU`_cUUb%aeU e^UcdQT_ TU\VRubQT i e^UcdQT_ TU YTYWU^SQ`_c`^_c] Y_ _c% aeU U
`b] Ub_`eUTU cUbcY^aeU UcdU x]d_`4cY` aeU TURU TUSb%aeU\QYTYWU^SQ cW~UcY^T_ UcU^SQ`QdQ\VRubQT%QaeU Uc`U^UcdQb_ Yb
Y_ UTYQd] UrdQrdUc TU U\QdC^U^T_ UcU^SQ`QdQ\VRubQT

TUe^Qsd_ TUf_je^rdT aeUTURubQcebWbTbUSdQUY_ UTQdQ_ UrdTUe^UcdQT_ TUrTYWbW^SQ4H_TQfQ Ucd_ ^_ fQQQ eTQbQ\Q SQecQTU\Q\VRUBQT 6b_ YQ^Q^_ aeUcUQS_XUBWdS_ ^U\Q] Y_ Q : ^UWsd_%YU Qsd_] eU\Uc TU Y_ UTQd_ VebQTUe^UcdQT_ TU YTYWbW^SQWd_ ^Suk_ ^_ cebWU^TU\QUUSSW^QndUSUTrd_ `bWbW^SQ Dub_ cYU Qsd_ cebWUTbUSdQ_ UrdTUe^UcdQT_ TU YTYWbW^SQWd_ ^SW^QWb^QndUfU^SW^` QdQTUdQ_ YQb_%Wd_ ^Suk U\Qsd_ ^_ cUXQTUdQ_ YQT_ `^_ bUUSSW^%_ Ucd_ TUDQ_ YQT_ `^_ b\Qf_je^rdT4\Q] Urd_ ^_ UZkSU\Q\VRbU\UUSSW^U^U Qce^d_% \Q\VRbU\UUSSW^i \VRbU_ ^_ d^Tb_ `QdU U^Q TUDQ_ YQSW^TU Qsd_ ' EeU Ucd_ d_ Q] UrdS_] ` QdRU S_ ^ce ^_ SW^TU\Q\VRUBQT TU\Qf_je^rdT' GYSeQaeYbQTURUbQce`_ ^UbaeU Ucd_ c QRcebt_ c cU` eUTU^UfYQb%_ bTUSb%aeU\Q\VRUBQT TU\Q] UrdS_ ^cYdU U^e^`_ TubTUcec` U^TubU Qsd_ TU\Qf_je^rdT% Qcu] QndUubQU^e^UcdQT_ TUrTYWbW^SQWQcdQaeUXQ QXQR^_ `^_ b^e^YQT` QdQce S_ ^cYUQSW^4i QcucUTbU^e^U] RQW_% aeU\QYTYWbW^SQ_ ^_ Uc Ucu^SQ` QdQ\Q\VRUBQT TUdQ_] Q^UQ%aeU\Q] UrdTURU XQSubce UUSSW^U^e^UcdQT_ TU YTYWbW^SQ% aeU Uc e^QYS_ ^WbU^SQ% aeU U\Qsd_ TU\Qf_je^rdT XQTURb_ dQbY_ UTQdQ_ UrdTU\QYTYWbW^SQ4c^U] RQW_% QYTYWbW^SQ `eUTUclubUcU^SQ` QdQ\Q\VRUBQT TU_ c Qsd_ c TU\Qf_je^rdT U^UcdUcU^rd_ 4QcQRU%aeU\Q\VRUBQT S_ ^cYdU U^e^`_ TubTU\Q] Urd_ `Qd_] Yb_ cec` U^TubU Qsd_ TUf_ \SW^i] QndUub\Q] UrdU^e^UcdQT_ TUrTYWbW^SQ`_ bU_]] Urd_%QcdQaeUXQ Q XQR^_ `^_ b^e^YQT` QdQaeU\QTURUbQSW^QTUSeQTQb9WV_%YQWb^_ cU^] QWQaeU Ucd_ Q eTQ Q\Q] QdubQ%Uc e^Wb^ Udb_ bCU bUS_ ^SXQ ^Wb^QYS_XUBW^SQ% QY^Qc^TYWbeld`&d_bQaeUTURU^_ RCUf QCU\Qc cWb^UrdUc S_ cQc3

*' EeU UcdQcec` U^cW^TU\Qf_ \SW^%YXQ `b`Q] UrdUdQ_S_cQ%Uc U^cu] Y_] _e^Qsd_ TUf_je^rdT' GYQ] UrdTUDQ_ YQ\Q cec` U^cW^TUce Qsd_%U TUDQ_ YQTU] Q^UQf_je^rdQ4cU UYWU^W^SYUdS_ ^cYUQSW^% QdQcec` U^Tub_ ' M UcdQUUSSW^_ TUDQ_ YQSW^%Uc e^Qsd_ TU\Qf_je^rdT3MTU XUSX_ cUce`_ ^UaeU Uc`_ b_ aeU U^Q] Y_ QXYwdUcY4` QdQ\QaeUcUce`_ ^UaeU\Q \VRUBQT TU\Qf_je^rdT S_ ^cYdU U^ce`_ Tub` QdXQSubUcd_% aeUce XQSub_ Uc \Q] Y_ QS_cQaeU\Qf_je^rdT UZkSUce \VRUBQT` Dub_ oSw_] cU` eUTU UZkSub\Q\VRUBQT TU\Qf_je^rdT U^U\Q%Y^_ Uc e^Qsd_ TU\Qf_je^rdT5 @\VRUBQT TU\Qf_je^rdT ^_ cU UZbQ QTU SeQaeYbS_cQ% Ub_ _ aeU XQSU\Qf_je^rdT'

+' : cdTUDQ_ YQSW^TUcec` U^Tub\Q QsdQSW^_ ^_ cW_ Uc e^Qsd_ TU\Qf_je^rdT% Ub_ cUce`_ ^UaeU Uc Ux^7S_ Qsd_ \VRbU TU\Qf_je^rdT4 `^_ baeUcUTbU%aeU Ucd_ Uc_ aeU\Q\VRUBQT TU\Qf_je^rdT S_ ^cYd_ &GYUc Qcu^Wd_ ^Suk dT_ Ucd_ Uc U\Qsd_ TU\Qf_je^rdT aeU dU^U] _c aeU dU^U^SeUrdU^UcdQ S_ ^d_ fUebQ MQX_ bQ^Q` b] UQSeUcdW^feUfUc_RU^_ c_ d_ c4fURWWSQ : ^aet S_ ^cYdU\Q\VRUBQT TU\Qf_je^rdT U^ _c Qsd_ c aeU Ucd_ \VRbU M cYUcdQsd_ TUDUDQ_ YQb^Qcec` U^cW^cUQUx^7S_ Qsd_ U^UaeU\Qf_je^rdT Uc \VRbU\Q S_ ^d^QSW^%aeU S_ ^cYdU U^Q\VRUBQT TU\Qf_je^rdT S_ ^bUc` Usd_ Q UcdQsd_ TUcec` U^cW^S MSW_ Uc Ucu^SQ` QdQ UcdQsd_ >TYWbW^SQb @WbUc` eUcdQTURUclubWU QSeUbt_ S_ ^_ aeUcUce`_ ^U U^QfUfQcW^U^S_ ^cYUQSW^%aeU\Q\VRUBQT TU\Qf_je^rdT U^UcdQsd_ TUcec` U^cW^% ^cYdU U^e^QVQSeUdT TUcec` U^TubW^Slec_ UcdQsd_%QcdQaeUXQ QXQR^_ `^_ b^e^YQT` QdQaeU\QTURUbQSW^SeYQT_cQ Dub_ Ucd_ clubs` QdQce] UbaeU TbUSdQ_ UrdU^UcU^rd_] sc Wb_ clubQ%_ baeU Uc U\Qsd_ TU\Q` b`Qcec` U^cW^aeU UcdQ_ _c XQRQ^T_ TU4i ^_ XQ Uc` QSY` QdQe^Uc` QSY_ TU TURUbQSW^i TUcec` U^cW^S_ ^U W^TU TUDQ_ YQb^YQ] _c Qcec` U^Tub_ ^_ ' DQbQaeUce`_ ^U^aeU\Qcec` U^cW^Y^Sec_ U^cu] Y_] `eUTU clubTYWbW^QbSeQ Uc QRcebt_ 4` QdQU Q\Q Q] Urd_ TU\QTUDQ_ YQSW^TU\Qcec` U^cW^% QdQS_ ^cYUQb^YQ] _c Qcec` U^Tub_ ^_%UcdQW_] _c U^bUQYQT TUcec` U^cW^ MQaeUTebQndU Uc` QSY_ TU\Qcec` U^cW^Q S_ ^cYUQb^Qcec` U^cW^%Qsd_ Uc^8c_ VQsd_%cec` U^TYT_ ' B_ XQ] UT_ UrdU\Qcec` U^cW^TU QsdQb% TU Y_ UTQd_ U^e^S_ ^Uc4i `^_ b_ dQd_ ^_ XQ `^_ cYXYQT TU UfYQb^ QCUQUe^_ U_ d_]] Urd_ `^_ baeU Uc U\Qsd_ TU\Q` b`Qcec` U^cW^aeU UcdQ_ _c XQRQ^T_ TU4i ^_ XQ Uc` QSY` QdQe^Uc` QSY_ TUDURUbQSW^i TUcec` U^cW^S_ ^U W^ TUDUDQ_ YQb^YQ] _c Qcec` U^Tub_ ^_ ' DQbQaeUce`_ ^U^aeU\Qcec` U^cW^Y^Sec_ U^cu] Y_] `eUTU clubTYWbW^QbSeQ Uc QRcebt_ 4` QdQU Q\Q Q] Urd_ TU\QTUDQ_ YQSW^TU\Qcec` U^cW^% QdQS_ ^cYUQb^YQ] _c Qcec` U^Tub_ ^_%UcdQW_] _c U^bUQYQT TUcec` U^cW^ MQaeU TelQndU Uc` QSY_ TU\Qcec` U^cW^%Q S_ ^cYUQb^Qcec` U^cW^%Qsd_ Uc^8c_ VQsd_%cec` U^TYT_ ' B_ XQ] UT_ UrdU\Qcec` U^cW^TU QsdQb% TU Y_ UTQd_ U^e^S_

M\QTU] sc%Ucd fQ QS_] `QvQT_ TU QRcebT_ bTUse\ TU_dQ] Q^UbQ`_bQX_bQ^Q` QdUSUb%Q\VRubQT S_~cYdU d] U^U U^U`_TubTU
VQ] U^U dU^UbaeU cec`U^Tubce TUDUj YQSW^TU cYcec`U^Tub_ ^_4aeU`eUTUXQRubdU] ` _` QdQce UhQ] U^%QcUQ] UZ_bcec`U^Tub
M^YQ\VRubQT S_~cYdU U^Ucd_ c_ VQ] U^U^U^d`^SUb UcdQ U\Q\VRubQT RQZ_ S_~cYUbcSW^ HU^U] _c aeU`bUW^dQbQX_bQ^SWj _ VQ
@VRubQT%`^bUc` U5d_ Q Ucd Q5d_ TU\Q cec`U^cW^TU e^QTUdUj YQSW^TU\Q cec`U^cW^%`~cYdU U^VQY^TUBU^SQ% SWj _ VQ
Y^TUBU^SQ U U^U^SQ` QdQU] Y_] _` @bUc` eUcdQ^TU QSeUbT_ S_~^VQXY^wUcY TU aeU Ucd] _c U^TUURU cUb%aeU S_~cYdU U^e^`_Tub
TU cec`U^TubYSec_ Ucd Q5d_] U^SY`^QT_ U^xIdj _ VQVQ% QdU^UbdU] ` _` QdQS_~cYUcbVQ cec`U^cW^TU U^` M^eUW VQc] Y_] Qc
TYSeVdQTU i YfUcdVQSW^TU fUcd dQfUj S_~^bUc` U5d_ Q Uc_4i QcuXQcdU YV^Vd` @ SeQ%YcUbdUe^Q] eUcdQ TU SeQaeYUbS_cQ%
c_\] _cdQbUaeU`_ XQ dQ S_cQS_] _ e^Q5d_ V^W GU Yj `eUcQU UZbSY TU\Q\VRubQT TU fUcd U^U YV^Vd` 4i aeU U^` QdQ
S_~TeSb_ V^UQTU] e^T_`

MQTU] sc TU dT_ Ucd %`_ Ue e^QYecW^% e^QVQ^S_~dQ^SSW^VdU^U^U Qce^d_ TU_dQ] Q^UbQ`_bSeQ^d Q Uh`VQbSWj __ U^aet
cU^dT`%Qf_je^dT U^VRub%`^bUc` U5d_ Qe^TUdUj YQT_ Q5d_ TUf_ VSW^%U^TUSU^aeUce\VRubQT S_~cYdU U^e^QVSeVdQT TU TUDUj YQbVQ
cec`U^cW^TU U U Q5d_%` aeU cYQVQ\VRubQT ^_ U^U U Q5d_ TU\Qf_je^dT^aeU VQYfUcdVQSW^Ucd Q`e^d_%Ub_ U^S_~Ze^d_ U^_d_ Q5d_
Q^USUTU^U @ aeU S_~dQ^SU\Q S_cQce` eUcdQd^d_ U^VQ` bUW^dU] VQbUc` eUcdQ @ bUW^dU U^%U^aet S_~cYdU VQ\VRubQT TU VQ] U^U U^
SeQaeYUbQ5d_` QdSeVQbTU VQf_je^dT S M\QbUc` eUcdQ^U^QaeU` bUd^TU] _cdQbU^T_ TU cU U^SeU^dQ VQ\VRubQT TU VQ] U^U U^U U Q5d_%U^
U U5d_%^U^aeU ^_ cU U^SeU^dQ U^U U Q5d_ U^QRc_`ed_%Ub_ U^_d_%QcQRub e^Qf_VSW^` QdQ cec`U^Tub U U Q5d_` M`_b_ d^d_ VQbUc` eUcdQ
U^ QVQfUj S_~dQ^Sd b^% U^S_~Ze^d_ Yj `UdU^U^U] Q VQT_ TU_ RZdU` DQdQaeU ^_] eUcdQ U^VQaeU VQ\VRubQT TU VQf_je^dT S_~cYdU U^U
Q5d_ TU aeU cU dQdU U^VQbTU U^_ %Uce` _^UaeU ^_ S_~cYdU U^aeU Q5dQ^U^QRc_`ed_%Ub_ U^_d_ T^d^d_ TU t^Y^Sec_ e^Qf_je^dT` QdQ
cec`U^Tub U Q5d_% d] QdU] ` _` QdQS_~cYUcbTU VQ] Y_] Q M^YV^QSeU^dCU` bUd^T^UcdQbTQTQ U^U aeU VQ] U^U Ucd V^W S_~
bUc` U5d_ Q U U Q5d_%U^U aeU Ucd bUc` eUcdQce` _^U VQ\VRubQT TU VQ] U^U TU XUSX_ S_~cYdU QcQRub U Q5d_ TU cec`U^cW^` TU VQ
TUDUj YQSW^TU\Q cec`U^cW^` M^YV^QSeU^dCU` bUd^T^UcdQbTQTQ U^U aeU VQ] U^U Ucd V^W S_~^bUc` U5d_ Q U U Q5d_%U^U aeU Ucd
bUc` eUcdQce` _^U VQ\VRubQT TU VQ] U^U TU XUSX_ S_~cYdU QcQRub U Q5d_ TU cec`U^cW^` TU VQ TUDUj YQSW^TU\Q cec`U^cW^` M^YV^Q
SeU^dCU` bUd^T^UcdQbTQTQ U^U aeU VQ] U^U Ucd V^W S_~^bUc` U5d_ Q U U Q5d_%U^U aeU Ucd bUc` eUcdQce` _^U VQ\VRubQT TU VQ] U^U TU
XUSX_ S_~cYdU QcQRub U Q5d_ TU cec`U^cW^` TU VQ TUDUj YQSW^TU\Q cec`U^cW^`

: ^VU^UdQ%U Ucd U^SUTU^T_] Q^Ucd`%aeU VQ\VRubQT TU VQ] U^U ^_ S_~cYdU U^VQY^TUBU^SQ% aeU VQY^TUBU^SQ ^_ U U U^SQ
~USUcQb^%``b_ dT_c U U^c` U^U^USU^dU Q U VQ%`_] _c Qd YQ^c ce` _^U^4aeU VQ`_YV^TU UcdQb^U^ TU ^QTQ] sc aeU TU
Qcd_`S_~dQ^SSW^`

GUSSU^J ➡

: ^SeQ^d Q\Qce` eUcdQ\VRubQT TU\Qf_je^dT%`_] _`_` eUcdQ Qd TQ^USUc^TQT

GU^cYdU`b^SY Q] U^U U^`_bQj YQ^c%U^Ucd S_~dU^Ucd%`_] _`_] sc Yj `bQ^dU] U U^SQ U^VQ\VRubQT Xe] Q^Q^aeU
f_VSY^U^%`_`_c Q5d_c TU VQf_je^dT^%`^Q5_~USj Y^d`c S_~d^VU^dU4QS_] `bU^cW^TU S_~d^VU^SQ S_] _`_` eUcd_%`_cw_ Q VQ
V^Uj Q^%`_ Qd TQ^USUc^TQT` D_bUc_] U^U bUc Q U^` USQ] U^U UhQ] YQbUcd SeUcdW^`

M^U^`b] U bVQb% U` bUW^d`^YXQ` _` eUTU cUbSeQaeYUbS_cQ%`_] _ e^Qf_VSW^aeU Ucd ce`UTYQTQ^U^dU cU^dT`%Q
aeU ^_ cw_ QceSUTubc^Y^V^Q^USUc^TQT TU S_`QSSW^`_ S_`QSSW^% Ub_

dQ] RY^cY^~USUcYQT TU\QS_~cUSeU^SQ_ e^Qs_~Uhw^YQYRU S_~^SeQaeYubS_cQV_bWY^W&: ^cUW^T_~leWQ%&Y%YQcuVeUdQ%
Ucd_~cUdQU^QRc_~led_ Q eTQbQ\QSQecQTU\QYRUbQT

>AUV^cdQbQS_~cYUdQbcYQf_~je^dT Ue e^Qs_cQaeUQW^QfUj_~XQSUP_~eUTU\UWbQ`QcQ%TU Ucd] Q^ubQ%TU V_b] QS_~dYVWU

MQaeuXQ] aeU dU^ub`~bUcU^dU^aeU XQTU] _cdQT_ i Q^aeU ^QTQ`eUTU ceSUTUbcY^e^QSQecQ%_ e^QbQ] w^%_b\ aeU
Uhxdu TU Ucd] Q^ubQ i ^_ TU _dQ4i \QufYU^SQ TU Ucd_ cuXQ Q^ \SQT_ c_RW d_T_ Q\ c Qsd c TU\Qf_~je^dT 6X_bQRU^%
cYUcd_ Ue QcU%U^ eUTU TU] _cdQbaeU cu cYUeU^aeU \ c Qsd c TU\Qf_~je^dT ^_ c ^S_~dYVWU^dUc% cY^~USUcYQT^W^U
cu^dT_ TU aeU XQ(RQ4)Q] UY^TU U^aeU QaeU\Qc S_cQc aeU dU^U^e^QSQecQ_ e^QbQ] w^ TU ce Uhxdu^SQ%TU RU
S_~USdQbcU S_~^ce SQecQ : cd_ `QdSU`_~b\Qc cYUeU^dUc S_~cYUdQSY_~Uc'

*' DQbQaeUe^UFU^d_ dU^Ue^QSQecQi_~e^TQ] U^d_ TU ce Uhxdu^SQ% cY^U] RQW_~^_ UcdQbS_~USdQT_ S_~^ce SQecQ%Uc e^QYs_~cYUdU^SQ
D_baeU cYU^UFU^d_ ^_ `eUTU S_~USdQbS_~^QSQecQ%_ TU U^TU TU\QSQecQ4ce Uhxdu^SQ Ue%QaeU UcdQ^Q^ceUd c TU ce YUeU^SQ% `eUTU
QcYcdQ\Q] Y] Q% ^_4aeU cuQe^Q] UeQS_~dYVWU^SQ%eYU cYUeU^ QcYcd Q\QYUeU^SQ TU\QSQecQ% ^_3oMa eU Ue \] Y] _ aeU ^_ cu
TU U^TU TU\Q MTUSY%U^UFU^d_ ^_ TU U^TU TU ce SQecQ%Uc QrcelT_4Uc \] Y] _ aeUTUSY% ^_ Ue ce SQecQ%YU SQc_ TU aeU U\USd_ TU\Q
] Y] Q4`QdQ\QTU U^TU^SQ TU\QYUeU^SQ TU e^QSQecQ Ue \Q] Y] Q^_S^W^TU e^UWsd_ GY^ XQ dQ bUQSW^U^dU e^Qs_cQi _dQ^aeU
S_~cYUdU^Qs_~Uhw^i TU U^TU^SQ TU e^Qs_cQTU e^Q\QYUeU^SQ TU _d_~W^d_~SUC Ue cUW^b_ aeU ^_ XQ dQ bUQSW^U^dU U\c S_] _ cu
bU^bUcU^d_ `b\ c d b] Y^_c TU SQecQi UWsd_ @] UY^TU U^aeU e^UFU^d_ TU U^TU TU e^QSQecQ% S_~USdQT_ S_~^U\Q%_b\ dQ^d_ ^_ Ue
SQecQYQT U^U SQc_ % ^_] sc' @SQecQ XQSUP_~ \UfQ QUWsd_~eY^ sc%W^d T_ SQc_ %aeU TU U^TU TU\Q GYTUSY_~c%QS_~Uhw^i \Q
TU U^TU^SQ ^_ Ue d dQ%eY^ `QdSQ% aeU U\UWsd_~Q` Ue QbTU aeU dU^U QW^Qs_~Uhw^i TU U^TU^SQ%eY^U] RQW_~%_ TU U^TU d dQ] U^d
TU U\Q4Ucd_ Ue \] Y] _ aeUTUSYbaeU ^_ d T_ \ aeU Ucd_ U^U^UFU^d_ Ue e^UWsd_ TU Ue QSQecQ% Ue aeU cW_ e^Q` QdU TU U\Q ce bW TU Q\W%
`QdU TU QW^Q_~dQ] Q^ubQ ^_] sc%W^d T_ SQc_ %aeU Ue TU U^TU^dU TU U\Q GYTUSY_~c%QS_~Uhw^i \Q TU U^TU^SQ ^_ Ue d dQ%eY^ `QdSQ%
i aeU U\UWsd_~Q` Ue QbTU aeU dU^U QW^Qs_~Uhw^i TU U^TU^SQ%eY^U] RQW_~%_ TU U^TU d dQ] U^d TU U\Q4Ucd_ Ue \] Y] _ aeUTUSYbaeU
^_ d T_ \ aeU Ucd_ U^U^UFU^d_ Ue e^UWsd_ TU Ue QSQecQ% Ue aeU cW_ e^Q` QdU TU U\Q ce bW TU Q\W% `QdU TU QW^Q_~dQ] Q^ubQ ^_] sc%
U^d T_ SQc_ %aeU Ue TU U^TU^dU TU U\Q GYTUSY_~c%QS_~Uhw^i \Q TU U^TU^SQ ^_ Ue d dQ%eY^ `QdSQ% aeU U\UWsd_~Q` Ue QbTU aeU dU^U
QW^Qs_~Uhw^i TU U^TU^SQ%eY^U] RQW_~%_ TU U^TU d dQ] U^d TU U\Q4Ucd_ Ue \] Y] _ aeUTUSYbaeU ^_ d T_ \ aeU Ucd_ U^U^UFU^d_ Ue e^UWsd_ TU Ue QSQecQ

+ GYXQ QW^Q_~c UFU^d c aeU ^_ Ucd ^~USUcQbQ] U^d S_~USdQT_ c S_~^cec SQecQ%W^d_~SUC cu fQ QcUW^b^aeU XQ QW^Q_~c S_cQc aeU fU^U^
Q`QcQbcY^~Ue^QSQecQ%W^S_~^dQ TU\Qce`_cYW^ D_bcyXQ QW^Q_~UFU^d aeU ^_~UeU^~USUcQbQ] U^d S_~USdQTQS_~^QYUeU^SQ TU\QSQecQ
RQZ dQUc SYSe^cd^SQc%W^d_~SUC UeQS_~dYVWU^d cYUdQ QcYcd_ cUW^b\QYUeU^SQ TU\QSQecQ% ^_4aeU`_~TbQ XQRub cUW^T_ % ^_ `eUTU%
SeQ^T_ \QSQecQ Ue \Q] Y] Q^e YUeU^SQ \Q] Y] Q% \^Qc] Y] Qc SYSe^cd^SQc` M cYUc QcU%`_baet cu cYUeU^U^~leWQbTU ^_ cYUeU S U
Ucd_ ^_ XQ ^~Ue^QSQecQ_ bQ] w^ D_b\ dQ^d %QaeuXQ QW_~cY^~Ue^QSQecQ_ bQ] w^ _b\QSeQ Ue^QcQRub U\cUW^Y U^d TU UWsd_ c_RW
QYUeU^SQ TU\QSQecQ% ^QaeU ^_ UeQ^~USUcQbQ] U^d S_~USdQT_ GY^ XQ S_~Uhw^~USUcQbQ TU UWsd_ c_RW SeQaeYubS_cQ Q^dUSUTU^dU
U^d_~SUC `~TU] _c ce`_~UbaeU QfUSUc U\UFU^d_ cUW^bS \QSQecQ% QfUSUc ^_~SeQ^T_ \QSQecQ Ue \Q] Y] Q% \^d T_ c \ c Qc` Ue d c U^U
] Y] _ UcdQT_ i \Qc SYSe^cd^SQc` M\ aeU `eUTU cub\QSQecQi \QbQ] w^ TU Ucd UhdQ_~W^W] U^~%Qe^aeU Ucd TY UeY^QT^aeU U^e^SQc_ %U
UWsd_ TURU cUW^b^W^~d_ ^_5: c UFYU^d_~_b\Qce`_cYW^ TU aeU Ucd Ue d dQ] U^d cY^~Ue^QSQecQ_ ceU_`6aeuXQ QW_~U^QV_b] Q
`~bUcU^d TU\Q Uhxdu^SQ TU\Qc S_cQc% U\UcdQT_ TU] e^T_~%aeU Ue QRc_~led] U^d cY^SQecQ @ SeQ Ue S_~^dQY Q\Qce`_cYW^% Q S_~^dQY
TU\ aeU cuXQTU] _cdQT_ Q^ubQ` i U^d T_ c \ c Qc` Ue d c U^U] Y] _ UcdQT_ i \Qc SYSe^cd^SQc` M\ aeU `eUTU cub\QSQecQi \QbQ] w^ TU Ucd
UhdQ_~W^W] U^~%Qe^aeU Ucd TY UeY^QT^aeU U^e^SQc_ %U UWsd_ TURU cUW^b^W^~d_ ^_5: c UFYU^d_~_b\Qce`_cYW^ TU aeU Ucd Ue
d dQ] U^d cY^~Ue^QSQecQ_ ceU_`6aeuXQ QW_~U^QV_b] Q`~bUcU^d TU\Q Uhxdu^SQ TU\Qc S_cQc% U\UcdQT_ TU] e^T_~%aeU Ue
QRc_~led] U^d cY^SQecQ @ SeQ Ue S_~^dQY Q\Qce`_cYW^% Q S_~^dQY TU\ aeU cuXQTU] _cdQT_ Q^ubQ` i U^d T_ c \ c Qc` Ue d c U^U
] Y] _ UcdQT_ i \Qc SYSe^cd^SQc` M\ aeU `eUTU cub\QSQecQi \QbQ] w^ TU Ucd UhdQ_~W^W] U^~%Qe^aeU Ucd TY UeY^QT^aeU U^e^SQc_ %U
UWsd_ TURU cUW^b^W^~d_ ^_5: c UFYU^d_~_b\Qce`_cYW^ TU aeU Ucd Ue d dQ] U^d cY^~Ue^QSQecQ_ ceU_`6aeuXQ QW_~U^QV_b] Q`~bUcU^d TU\Q Uhxdu^SQ TU

' Ge' _'VQJ' _c aeU XQI QVh'e'c UfUrd'c aeU dU'U'e'Q SQecQI V'e'QJ U'rd' TU ce UH'e'dU'SQ'aeU Qx' ^' Ucd' ^'VUcQbQJ U'rd S_ 'VUdQT_ S_ ^'Q SQecQ' %k TU ce' _'Ub aeU dU'U'e'Q SQecQ aeU ^' _Uc ce SQecQ' 6cukcYU UWUd_ ^' _cUbs ^'VUcQbQJ U'rd S_ 'VUdQT_ S_ ^'Q SQecQ' %e ^'ce YV'eU' SQ' %Q S'YSe' ^'cd' SQ'c YV'eI U'rd' 4U'rd ^'S'Uc' %e _] _XU_ R'cuf QT_ Q'nd' %k e'Q S_ cQ' _'c R'U i' ce' _' _c Q'U' ^'aeU Q SQecQ Q'f U'Uc' _'eU TU UZU'ub' V'Q] Y'] Q'YV'eU' SQ' %U' ^'Q'] Y'] Q' S'YSe' ^'cd' SQ'c %' c'Y' U'J R'QbW' %U UWUd_ ^' _cUW'e'Y M'cYUcd_ _SettU U' ^'UQ'Y'QT U' ^'Se Qae'Y'ub SQ'c _' %k cdu SQ'c _'Uc e'Q' ^'eU R'Q'fU XUSX_ ^'aeU Q'YV'eU' SQ' TU V'Q SQecQ ^' _'Uc ce V'SU'rd' ^' Q'Q' ^'b TeS'bU UWUd' ^' D_ bcY'eR'U'k cY' ^' ce V'SU'rd' ^' X'Q'f'U XUSX_ ^' M'p'e'Y' U'J R'QbW' _' ^'b Q'ce' _'c S'W' %U' ^' _d_ SQ'c _' %Q] Y'] Q SQecQ' %Q' ^' U'ub' S'SW' ^'Q] Y'] Q'YV'eU' SQ' % SeQ'Y' _' d' T'Q' ^'Q' S'YSe' ^'cd' SQ'c aeU dU'U'e' QV'h'e'Q'YV'eU' SQ'c _' ^' _c] Y'] _'c %U c'V'e'W'S_ ^'U UWUd' ^' D_ b'U _'Uc] Q'Y'Ucd' ^'aeU U' UWUd_ TU Ucd' Q'x'Q' Q'Y'cd' SQ' ^' _'c U' TUR'w'Q'Q'YV'eU' SQ' TU V'Q SQecQ' %e'Y' aeU TURU' \\\U'QbQ' ^' Q'cb QV'h'e'Q' _' d'Q] Q'U'k' D'Q'U'U _'c U'UJ _'cdw' Q'nd' %aeU Q'YV'eU' SQ' TU V'Q SQecQ ^' _'V'U ce V'SU'rd' ^' Q'Q' ^'b TeS'bU UWUd' ^' M'cY' ^' _'V'U'k' ce V'SU'rd' ^' Q'Q' ^'b TeS'b' %U'rd ^'S'Uc' ^'Q' ^'b TeSS'W' TU V'Q] Y'] Q' _'T'U' ^' _'c U' TUR'Y' ^' QaeU Q'YV'eU' SQ'c %e'Y' aeU TURU' c'ub TUR'Y' _' Q' _' d'Q S_ cQ' % TUR'Y' _' Q'Q' ^'Q'Q' M'cYU UWUd_ ^' _'c U'Q TUR'Y' _' Q'Q'YV'eU' SQ' TU V'Q SQecQ' %U'rd ^'S'Uc' ^' _'Uc V'Q SQecQ' @ aeU ^' _'c \\\U'f Q Q'Q S_ ^' d'Q' S'SW' TU e'Q SQecQ' %' c'Y' SQecQ' ^'aeU U'c V'Q d'U'k' i' V'Q'k' w' TU V'Q UH'e'dU'SQ' TU e'Q S_ cQ' % Q] Y'] _' d'UJ' _' ^' _'Uc V'Q R'Q'U i' V'Q'k' w' TU ce UH'e'dU'SQ' D_ b'U _'Uc] Q'Y'Ucd' ^'aeU U' UWUd_ TU Ucd' Q'x'Q' Q'Y'cd' SQ' ^' _'c U' TUR'w'Q'Q'YV'eU' SQ' TU V'Q SQecQ' %e'Y' aeU TURU' \\\U'QbQ' ^' Q'cb QV'h'e'Q' _' d'Q] Q'U'k' D'Q'U'U _'c U'UJ _'cdw' Q'nd' %aeU Q'YV'eU' SQ' TU V'Q SQecQ ^' _'V'U ce V'SU'rd' ^' Q'Q' ^'b TeS'bU UWUd' ^' M'cY' ^' _'V'U'k' ce V'SU'rd' ^' Q'Q' ^'b TeS'b' %U'rd ^'S'Uc' ^'Q' ^'b TeSS'W' TU V'Q] Y'] Q' _'T'U' ^' _'c U' TUR'Y' ^' QaeU Q'YV'eU' SQ'c %e'Y' aeU TURU' c'ub TUR'Y' _' Q' _' d'Q S_ cQ' % TUR'Y' _' Q'Q' ^'Q'Q' M'cYU UWUd_ ^' _'c U'Q TUR'Y' _' Q'Q'YV'eU' SQ' TU V'Q SQecQ' %U'rd ^'S'Uc' ^' _'Uc V'Q SQecQ' @ aeU ^' _'c \\\U'f Q Q'Q S_ ^' d'Q' S'SW' TU e'Q SQecQ' %' c'Y' SQecQ' ^'aeU U'c V'Q d'U'k' i' V'Q'k' w' TU V'Q UH'e'dU'SQ' TU e'Q S_ cQ' % Q] Y'] _' d'UJ' _' ^' _'Uc V'Q R'Q'U i' V'Q'k' w' TU ce UH'e'dU'SQ' D_ b'U _'Uc] Q'Y'Ucd' % aeU U' UWUd_ TU Ucd' Q'x'Q' Q'Y'cd' SQ' ^' _'c U' TUR'w'Q'Q'YV'eU' SQ' TU V'Q SQecQ' %e'Y' aeU TURU' \\\U'QbQ' ^' Q'cb QV'h'e'Q' _' d'Q] Q'U'k' D'Q'U'U _'c U'UJ _'cdw' Q'nd' %aeU Q'YV'eU' SQ' TU V'Q SQecQ ^' _'V'U ce V'SU'rd' ^' Q'Q' ^'b TeS'bU UWUd' ^' M'cY' ^' _'V'U'k' ce V'SU'rd' ^' Q'Q' ^'b TeS'b' %U'rd ^'S'Uc' ^'Q' ^'b TeSS'W' TU V'Q] Y'] Q' _'T'U' ^' _'c U' TUR'Y' ^' QaeU Q'YV'eU' SQ'c %e'Y' aeU TURU' c'ub TUR'Y' _' Q' _' d'Q S_ cQ' % TUR'Y' _' Q'Q' ^'Q'Q' M'cYU UWUd_ ^' _'c U'Q TUR'Y' _' Q'Q'YV'eU' SQ' TU V'Q SQecQ' %U'rd ^'S'Uc' ^' _'Uc V'Q SQecQ' @ aeU ^' _'c \\\U'f Q Q'Q S_ ^' d'Q' S'SW' TU e'Q SQecQ' %' c'Y' SQecQ' ^'aeU U'c V'Q d'U'k' i' V'Q'k' w' TU V'Q UH'e'dU'SQ' TU e'Q S_ cQ' % Q] Y'] _' d'UJ' _' ^' _'Uc V'Q R'Q'U i' V'Q'k' w' TU ce UH'e'dU'SQ' D_ b'U _'Uc] Q'Y'Ucd' % aeU U' UWUd_ TU Ucd' Q'x'Q' Q'Y'cd' SQ' ^' _'c U' TUR'w'Q'Q'YV'eU' SQ' TU V'Q SQecQ' %e'Y' aeU TURU' \\\U'QbQ' ^' Q'cb QV'h'e'Q' _' d'Q] Q'U'k' D'Q'U'U _'c U'UJ _'cdw' Q'nd' %aeU Q'YV'eU' SQ' TU V'Q SQecQ ^' _'V'U ce V'SU'rd' ^' Q'Q' ^'b TeS'bU UWUd' ^' M'cY' ^' _'V'U'k' ce V'SU'rd' ^' Q'Q' ^'b TeS'b' %U'rd ^'S'Uc' ^'Q' ^'b TeSS'W' TU V'Q] Y'] Q' _'T'U' ^' _'c U' TUR'Y' ^' QaeU Q'YV'eU' SQ'c %e'Y' aeU TURU' c'ub TUR'Y' _' Q' _' d'Q S_ cQ' % TUR'Y' _' Q'Q' ^'Q'Q' M'cYU UWUd_ ^' _'c U'Q TUR'Y' _' Q'Q'YV'eU' SQ' TU V'Q SQecQ' %U'rd ^'S'Uc' ^' _'Uc V'Q SQecQ' @ aeU ^' _'c \\\U'f Q Q'Q S_ ^' d'Q' S'SW' TU e'Q SQecQ' %' c'Y' SQecQ' ^'aeU U'c V'Q d'U'k' i' V'Q'k' w' TU V'Q UH'e'dU'SQ' TU e'Q S_ cQ' % Q] Y'] _' d'UJ' _' ^' _'Uc V'Q R'Q'U i' V'Q'k' w' TU ce UH'e'dU'SQ' D_ b'U _'Uc] Q'Y'Ucd' %

[illegible]

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: ^ce S_ ^Z^d_ %aeUcU] Q^WUcd] S]Qd] U^d] %aeUd_T_ U]Ud_ dU^Ue^QS_ ^UW^ ^USuc] Q]Q_ ^ce S]Qec] %_ S_ ^\ aeUlc U]
fub]QTub_ V^TQ] U^d_ ] ]Q]Q] w^TUce U]U^d] S]Q M^ _b_ d^d_ %Y^ XQ UfU^d_ c^e^Q S]Qec] %_] _cU]U] _cdw^Q^d_ %^d_ ^S]c
^YV^ ^S]c_ %]T \ aeUlc S_ ^d^WUd] %^ ]QV]Q] QaeUc] Q]Y^ c ce^ ^U^ ] c]Gd] c ]R]Uc TU]Qf ]e^d]T TU]c]S_ ^d^WUd]
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GUESSY^ 主

9U\Q8_~uHy^TU_c Qsd_c TU\Qf_je~dT S_~\c TsdQT_c TU\Q8_] `Bw^cY~

: c] Q~WUcd`%aeU^_XQ Qsd_c TU\Qf_je~dT c_~S_~Y~WU~d~c~W~e^cU~d~T_ d~aeUcU^_Tbs S_~d~Q~U~S~U~T~Q~T~% `QdQ
aeU^_cUQ ~U~S~U~T~Q~T S_~e^Q ~U~S~U~T~Q~T TU\Q S_~cU~S~U~T~Q~T 8_~Y~U~Y_~4_~baeU SQTQ Qsd_ TU\Qf_je~dT Uc TU QW~e^Q] Q~U~Q
WUQSY_~QTQ S_~^U~U~d~T~Y_~Y~d~% Uc aeU U] Q_~bR~U^~Uc Uf~Y~U~d~T~U~Q] Q~U~Q aeU i QcU XQ Uh` \SQ T_4QcQRU b`aeU U Q] Q
cU] `B~W~aeU~U~U_ U~W~U~\ aeU~W~\Qf~Y~d~Q~S~e~Q TU\Q] U~d~W~S_~c~Y~U~b~Q~T_ U^~U~S_~Z~e~d_ TU~U~U^~e~d_ TU~f~Y~d~Q_ d~T_~\ aeU~U
`U~d~U~S~U~% Qd~U] sc QW~Q~T~Q~R~U~ 9~U~Y~T_ QaeU~S_] _cU_~R~c~U~f~W~Q~d~c~%QTQ Uc] sc Uf~Y~U~d~T~aeU~S~e~Q~T_~\c X_] R~U~c Q~S~d~Q~
TU~V~Q_ Qf_je~d~Q~% XQ~S~U~\ aeU~aeU~U~W~%~U~d_~S~Uc U~\c XQ~S~U~\ aeU` Qd~U] sc QW~Q~T~Q~R~U~`Qd~U~c~4i `Qd~TU~S~b~\ S_~d~Q~%
c~U~b~Q~d~d_ S_] _Q~W~ Qd`%aeU~\c X_] R~U~c ^_ U~W~U~\ aeU` Qd~U~S~U~QTQ` Qd~U~Q~U~\c] U~Z~b~% _\ aeU` Qd~U~S~U~] sc QW~Q~T~Q~R~U~`Qd~
U~c~4_ aeU~U~\c ^_ U~W~U~\ aeU` B~W~U~U~ @ aeU~d~Q~U~U~Q~e~d_ Q~e~Q~S_~d~Q~T~S~W~

Mi QaeU Uc] ei Uf~Y~U~d~U^~cu] Y] Q`%aeU_c Qsd_c TU\Qf_je~dT d~U~b~Q~W~e^Q~WUQSY~^S_~\c TsdQT_c_~`e~d_c TU~f~Y~d~TU~Q
S_] `B~W~c~W~%Q~c~aeU~U~c~d_ Uc `U~Q_ Y~T_ `~_b~Q~W~e^c TU_c `B~S~Y~Q~Uc TU_c U~S~b~d~Uc Qd_ Y~Q~Q~c~4c_ R~U~d~T_ `~_b~U~9~B~K~X~Y~R~ i U~9~B
GQ] eU~8~Q~Q] : 9~B~H~e~b~R~e~\%Q~e~aeU~e^~W~Q~U^~U~U] W~U_ Q~Q~T_ S~b~R~Q~TU~Q ~U~S~U~T~Q~T~% U~Q_ Y~U~aeU~Q] Y] Q~S~c~Q : ^~c~e ; Y_c_~W~Q
S~b~d~Q~Q~%Q~S~W~*2/'\$aeU~S_~^] e~S~X~Q~Q` b~R~Q~S~W~^S~d~_d_ W~U~c_V~%Q` Qd~b~TU~Q] Y] Q] U~d~W~S_~^U~c~d~c `Q~Q~R~b~c~3~B~Y~W~^X_] R~U~#~R~S~U
e^~U~S~U~U~d~W~U~c_V~\$`~^U~Q~cu] Y] _Q~S~U~S~Q~T~U~S~e~Q~aeU~b~S_~c~Q~%U~b_ U^~Q~W~^~e~d_ TU~f~Y~d~Q~e~_d_ % aeU~U~c~U~f~U^~`Q~d~e~Q~b~Q~W~`~_b
_ aeU~X~Q~S~U~4i d~T_~\ Q~S~e~d~Q~T~Uc aeU~U] `U~Q~%U~U~U~d~T~Y_~Y~d~% ^~d~Q~d~Q~e~j S_] _\ XQ~%R~U^~] Q~V~Q_ Q~T~Q~S_~^T~e~S~U~S_~c~d~Q~d~U] U~d~U~4
i `~_b~Uc~Q~e~j %U~b~Q~T~U~b_~_~V~Q~c_%d~T_c cec`~_T~U~b~Uc`~_U~c~Q~d~_c U~c~d~^T~b~W~T_~c' @d~f_je~dT] Y] Q`%Q~V~Q_ Q~Q~R~c_~e~d~i c_~U~f~U~b
Y~S_~^d_~Q~R~U~cU^~e~U~T~U^~U^~c~Q~b~e^~S~Q~V~Q~U~U^~c~e_~R~U~T~U^~S~Q~Q~\c TsdQT_c TU\Q S_] `B~W~c~W~^~H~U] `_c d~U~U^~c~e~c~Y] s~W~U~U~c c~Q~W~Q~T~Q~c~4
i f~U] _c~Q~Y~W~e~U^~S~Q~aeU~X~Q~d~U~Y~T_~c~U] `B~U~c_~R~U~e~Q~W~Q~`~Q~d~U~TU~Q~X~e] Q~Y~T~Q~T~4_~U~b_ U^~f~U~b~Q~T~%Q~c~Y~T~U~c~i] Q~c~Y] s~W~U~U~c U^~Q~c
] U~d~Uc TU_c X_] R~U~c c_~^~\c`~_T~U~b~Uc Y~f~Y~R~Uc aeU~S_~c~d~Q~d~U] U~d~U~c b~W~U~4i Q~t~c~d~c~d~T_c U~\c`~_Q~W~Q~e^~Y~U~c~Q] U~d~U~e~Q
`B~U~c~U~d~S~W~`~B~ Qd~Q~T~Q~D~U~b_ i Q~c~U~Q~U^~e~Q~S_~c~Y~d~S~Q~Q~S~Q~S~^~U~\c] Y] _c~i cec`~b_~Y~c~^~S~Y~Uc TU~Y~R~U~b~Q~T~^T~U~U_~Q~X_~b~Q
`e~U~T~U~c~U~b~S_~c~Y~U~b~Q~T_~Y_ `Q~S~Q~

: \9B~K~X~Y~R~i ce`~_~U~S~Q~Q~Q_ U~d~W~%aeU_c Qsd_c i T~U~U~Q_ Y~Q~S~Y~Uc TU\Qf_je~dT c~U] `B~U~c~W~e^U^~Q_~Y~W~^TU~Q~S_] `B~W~c~W~^TU~Q] Q_~b~R~U^~Q
~R~U~U~b~% U] Q~aeU~T~U~R~U~U~f~Y~d~U~U_~%~U^~d~Q~`Q~Q~R~b~c~%aeU~Q~c T~U~U~Q_ Y~Q~S~Y~Uc TU\Qf_je~dT S_~c~d~Q~d~U] U~d~U~U~Y~Q~R~U] U~d~U~c~W~e^U~U~c~d~c
T_c S_~c~Q~c U^~U~U~U~d~T~Y_~Y~d~3* : \W~Q~T_~T~U~R~e~U^~Q~Q_~R~U~U~b~% U] Q~aeU~X~Q_ aeU~U~f~Y~d~Q~% b`~e~U~c~d~Q~Q~S_] `B~W~c~W~^% Q`~B~U~X~U^~T~T_~%Y~d~%
d] Q~T_~^~d~Q~T_~_b~U~Q_ + : \W~Q~T_~T~U~Q`~B~U~X~U^~T~T~U~Q~S_] `B~W~c~W~^TU~aeU~U~R~U^~_U] Q~4aeU~c~U~Y~S~U] U~d~Q_~_b~Q~Q~U~S~W~i S_~c~Y~U~b~Q~S~W~
E~e~U~U~c~d~Uc e~Q_~Y~W~^U^~Q~aeU~U~U~c~d_ U~S~U~T~U^~T_~`U~U~d~b~Q~%S_] _t_~U~c~d_ U^~S~Q~T~Q_~Y~W~^aeU] Q~d~U~U~U^~c~e~S_~^d~f~U~c~Q~S_~^~\c
S~Q~f~Y~c~d~Q~S_~^T~U~c~T~e^~T~U~Q_~Y~W~^S_~^d~Q~b~Q~%S_] _Q~R~c~e~l~T_ i S_~^d~Q~T~S~d~b~Y_~U^~cu] Y] _%Q` Qd~U~S~U~b~^~Q~c c~W~e^U~d~Uc `Q~Q~R~b~c~%~U^~c~e~9~Y~S~e~l~c
c_~R~U~\c S~Y~S_~`e~d~c' 6X~b~Q~%Uc S~U~b~% aeU~%Q~e~l~Q] U~d~W~%Q~S~U~aeU~U~U~d~T~Y_~Y~d~ TU` U~S~R~U~b~Uc `B~U~R~Q`~b`~e~U~c~d~Q` Q`~B~U~X~U^~T~T_~%
S_~c~Y~U~b~Q~T_c_~Q~T~f~U~b~Q~T_~Q~B` Qd~Q~Y~W~^Q_~d~Q~S_~c~Q`~e~U~T~U~c~U~b~U~S~U~T~Q~b~Q`~Qd~Q~X~Q~S~U~b~^~c~U~W~Q~b~Q~S_~^~S~Y_~Y~d~ TU~Q~f~U~b~Q~T~I_~Q~f~U~j] sc% aeU
X~Q~S~U~aeU~Q~U~U~U~b~%~Uc Q~W_ Q`~b~R~Q~T_~`~_b~U~U~d~T~Y_~Y~d~4i U^~S_~c~U~S~U~T~Q~aeU~Q` Qd~U~S~U~Q~Q] Q~d~Q~R~e~U^~Q_ M~d~T_~\ aeU^_~Q~T_~Y~W~^Uc Q~W_
B~W~B~U~c~U~d~T_~`~_b~U~U~d~T~Y_~Y~d~% Q~c~U~Q` Qd~U~S~U~Q~Q~f_je~dT~%S_] _U] Q` 9~U~T_~^T~U~d~T_~\ aeU~9~Y~c~B~W~e^U~U~TU^~c_~d~c~Uc i `e~U~T~U~c~U~b~c~W_
U~c~d~4~Q~T~U~c~U~S~Q~b~] Q_ i U~c~S_~W~U~b~\ R~e~U^~`~D_~b~d~Q~d~%T~U~S~b~aeU~Q`~B~U~R~Q`~b`~e~U~c~d~Q`~B~U~X~U^~T~T_~% S_~c~Y~U~b~Q~T_~%_~Uc~c~e~V~S~U~d~`~Qd~Q~X~Q~S~U~b
aeU~U~U~d~T~Y_~Y~d~ S_~c~Y~U~b~Q~T_c_~Q~T~f~U~b~Q~T_~Q~B` Qd~Q~Q~T~Q] sc`~e~U~T~U~c~U~b~U~S~U~T~Q~b~Q`~Qd~Q~X~Q~S~U~b~^~c~U~W~Q~b~Q~S_~^~S~Y_~Y~d~ TU~Q~f~U~b~Q~T~I_~Q~f~U~j
] sc% aeU~X~Q~S~U~aeU~Q~U~U~U~b~%~Uc Q~W_ Q`~b~R~Q~T_~`~_b~U~U~d~T~Y_~Y~d~4i U^~S_~c~U~S~U~T~Q~aeU~Q` Qd~U~S~U~Q~Q] Q~d~Q~R~e~U^~Q_ M~d~T_~\ aeU^_~
Q~T_~Y~W~^Uc Q~W_ B~W~B~U~c~U~d~T_~`~_b~U~U~d~T~Y_~Y~d~% Q~c~U~Q` Qd~U~S~U~Q~Q~f_je~dT~%S_] _U] Q` 9~U~T_~^T~U~d~T_~\ aeU~9~Y~c~B~W~e^U~U~TU^~c_~d~c~Uc i
`e~U~T~U~c~U~b~c~W_ U~c~d~4~Q~T~U~c~U~S~Q~b~] Q_ i U~c~S_~W~U~b~\ R~e~U^~`~D_~b~d~Q~d~%T~U~S~b~aeU~Q`~B~U~R~Q`~b`~e~U~c~d~Q`~B~U~X~U^~T~T_~% S_~c~Y~U~b~Q~T_~%_~Uc
c~e~V~S~U~d~`~Qd~Q~X~Q~S~U~b~aeU~U~U~d~T~Y_~Y~d~ S_~c~Y~U~b~Q~T_c_~Q~T~f~U~b~Q~T_~Q~B` Qd~Q~Q~T~Q] sc`~e~U~T~U~c~U~b~U~S~U~T~Q~b~Q`~Qd~Q~X~Q~S~U~b~^~c~U~W~Q~b~Q~S_~^~S~Y_~Y~d~ TU~Q~f~U~b~Q~T~I_~Q~f~U~j]

Q`b`RQb4_aeUUA] Q_bRYU^`b`eUcd`%U] Q_b] Q`Q] U^Q`QT_%SeQ^T_`WaeQ] U^du`cU`SduU`i`cU`BUUdZU^`QTUQ^du`%_`Uc`ceVdu`du`
`QdQS_]`b_] Udu`b`Qf_je^dT`TU`UUMb\`ReU^`i`TucUSQb_] Q`_%Uc`W^`U`Ud`%aeUTUSY%aeU\`x`%S`aeUT_dK]`_f`U`b`Qf_je^dT``QdQ`
UUMb`_TU`BUSXQ`Qb`%_`Uc`ceVdu`du``QdQ`U^VQ`SXQbTU]`_T`_TU`XQSub4_c`SeQ`Uc`Uc`S`_`rdQ`Nsd`b\`_U^`cU`%fURU`^`USucQbQ]`U^du`cU`b`VQcQ`
Gt`aeU`QS`_`rdneQSW`Uc`QcU`%aeU`Q`ebQ]`U^du`du`U]`_c`e`Q`Q`Uc`W`^`Q`Q`c`f`U`b`Q`T`Uc`aeU`^`c`_`b`_`^`U`U`^`UA`:`f`Q`^`WU`Y`4aeU`cW\`_`eUTU`
XQSub`_c`Y`T`Y`eUcd`_`QdQ`Q`c`db`Q`U\`_c`%`U`b`_`^`eUTU`_`RcdQ`SeY`Qb`^`eUcd`Q`S`_`f`Y`SSW`%`SeQ^T`_`XQSub]`_c`Q`^`BU`U`^`T`U`b`_c`%`Q`du`^`T`U`b`Q`
U\`_c`^`ScU`d`Q`U`%aeU`^`Ucd`U`^`_`c`_`d`_`c`_`d`_`Q]`RY`^`e`Q`W`U`^`U`S`i`Q`RYU`^`XU]`_c`TU`UUMb4aeU`cW\`_`^`c`_`eUTU`Y`T`Y`_`^`ub`Q`Sdu`baeU`Uc`%`
aeU\`Q`^`eURUS_]`_`^`eUcd`QR`_`^`TQT]`sc`WQ`^`TU`MQ`cUQ`%aeU`c_]`_c`_`b`_`U`^`c`_`Q`_`Q`_`aeU`TURU]`_c`TU`S`Y`Q`b4aeU`cW\`_`eUTU`XQSubQ`
]`sc`TY`S`Y`_`QdQ`_`c`_`d`_`c`_`Sdu`baeU`Uc`U`^`U`_`b`TU`_`c`_`Q`Uc`^`D`U`b`_%`Y`U]`RQ`b`Y`_%`aeU`cU`b`Q]`U^du`SduU]`_c`aeU`Uc`^`eUcd`QR`_`^`TQT]`sc`
WQ`^`TU`Q`^`c`U`b`^`U`U`W`T`_`c4i`_`_`aeU`Q`^`BU`U`^`TU]`_c`Q`cU`b`U`^`U`_`b`TU`_`c`_`Q`Uc`^`Q`f_je^dT`%`_`U`^`du`c`aeU`cU`S`_`rdneQ`b`RQZ`_`QS`_`f`Y`SSW`
TU`aeU`cU`b`BUSXQ`QT`_`_`b`^`_`c`_`d`_`c`_`D`_`b\`_`d`rd`%`eUTU`cU`b`x`%S`_`BU`ae`Y`d`%S`_`^`U`V`^`TU`Ucd`c`U`hdU]`_c`%aeU`U`7eU`^`:`c`_`U`b`e`TURU`_`_`b\`
%e]`Y`U`^`eUcd`_`U`^`du`T`Y`_`Y`U`d`%aeU`Q`U`^`T`U`b`i`d`U`^`Y`T`_`U`^`SeU`^`Q`_`aeU`Ucd`Q`^`U`_`c`_`d`_`c`%`fURU`TU`du`^`U`b`i`Ucd`Q`b`S`_`f`U`^`SY`_`c`TU`^`eUcd`
TURU`b4i`aeU\`Qc`RU`^`T`S`Y`^`Uc`TU`:`f`Q`^`WU`Y`_`TURU`^`cU`b`_`_`b\`_`b`_`ec`U`b`^`^`QdQ`_`c`_`d`_`c`%`QaeU`_`TU]`_c`TY`S`U`b`Q`cU`b`^`eUcd`QR`_`^`TQT`
]`sc`WQ`^`TU`4i`_`Qc]`Y`U`b`Qc`TU`H`^`d`BU`Q`U`^`U`b`%`fU]`Q`^`U`b`Q`aeU`_`TU]`_c`Ucd`Q`cU`W`b`_`c`TU`aeU`U\`_`c`_`^`U`_`^`U`_`b`TU`_`c`_`Q`Uc`4aeU`_`TU]`_`c`
UUMb`e`_`i`BUSXQ`Qb`Q`_`d`Q`i6`S`_`rdneQSW`%`fU`Z`Q`baeU`cU`^`eUTU`_`R`cU`f`Q`b4Q`V`b`_`QS`Q`Q`i`_`U`du`rd`b`Q`cU`Q`W`b`_`Q`%aeU`U\`_`Q`_`b`RYU`
^`b`_`ec`_`%`U\`_`Q`_`b]`Q`_`Q]`U^Q`QT`_%SeQ^T`_`cU`SduU`_`b`WaeQ`i`cU`BUUdZU`^`Uc`ceVdu`du``QdQS_]`b_] Udu`b`Qf_je^dT`TU`UUMb`U`RYU`
i`BUSXQ`Qb`U\`_`Q`%`Uc`aeU`c`_`_`c`_`aeU`T`dK]`_`f`U`b`Qf_je^dT`TU`UUMb`_`BUSXQ`Qb4i`aeU`Uc`S`_`rdQ`Nsd`b\`_`U`^`cU`%`QdQ`ce`_`_`ub\`
S`_`rdQ`Y`4i`_`_`b\`_`d`rd`_`TURU`^`USucQbQ]`U^du`cU`b`VQcQ4i`_`WU\`_`_`aeU`cU`b`Q]`U^du`SduU]`_c`aeU`Uc`^`eUcd`QR`_`^`TQT]`sc`WQ`^`TU`d`T`Q`f`Q`
cU`b`S`UUMW`_%`_`_`aeU`Q`^`BU`U`^`TU]`_`_`c`Q`cU`b`U`^`U`_`b`TU`_`c`_`Q`Uc`^`U`b`%`Q\`_`Y\`_`_`dU]`_`_`_`aeU`S`_`rdneQ]`_`_`c`RQZ`_`Uc`QS`_`f`Y`SSW`%`U`b`
BUSXQ`QT`_`_`b`^`_`c`_`d`_`c`_`B`Q`T`Q`_`_`T`b`Q`X`Q`R`U`b`c`Y`T`_`T`S`X`_`]`sc`_`QdQ`U`^`b`_`wc`Y`d`_`d`_`Q]`U^du`^`QdQ`c`W`^`W`S`Q`b`%aeU`Qc`TU`du`b`_`Y`Q`S`Y`^`Uc`TU`Q`
f_je^dT`TURU`SQ`T`Q`f`U]`_`]`sc`c`W`Q`I`Q`%e]`Y`Q`S`W`%`QS`_`f`Y`SSW`i`_`Q`_`d`neQ`SW`TU`Q8_]`_`^`W`^`c`W`%`W`^`BU`Q`SW`S`_`^`U\`_`Q`_`b`RYU`i`U\`_`Q`
`b``eUcd`%`S`Q`SeQ^T`_`d`rd`_`U`_`WQ`T`_`TU`ReU`Q`i`U\`_`Q`_`U`^`du`T`Y`_`%`U`_`WQ`T`_`TU`U`^`du`T`Y`_`Y`U`d`%`Q`f`Y`_`%`QS`_`f`Y`SSW`TU`aeU`XQ`_`b`_`eUcd`
U`RYU`i`U\`_`Q4i`aeU`Uc`_`_`b\`_`d`rd`_`^`USucQbQ]`U^du`%`_`eUTU`cU`b`TU`_`d`Q]`Q`^`U`b`Q`W`^`^`Y`W`^`SQc`_`%`_`b`SeQ`rd`_`cU`Q`W`b`_`Q`%aeU`Y`_`_`Y`SQ`e`Q`
S`_`rdQ`Nsd`W`%`QdQ`ce`_`_`ubaeU`Q`W`^`Q`f`U]`_`Q`cU`b`TU`_`d`Q]`Q`^`U`b`Q`

G_i`cU`^`c`RU`P`%U`_`R`Z`d`f`_`TU`9`_`Sd`b`U`^`S`_`rdQ`TU`Ucd`Qc`Q`W`b`_`Q`S`Y`^`Uc`Uc`U`_`SQ`f`Y`^`cd`Q4]`_`cd`Q`b`W`^`_`_`_`c`S`W`^`Q`U\`_`c`%aeU`^`_`XQ`_`^`USuc`Y`T`Q`T`
TU`^`Y`W`^`Q`_`_`Uc`Q`SW`^`W`^`SQ`TU`:`c`_`U`b`e`TU`9`Y`c`U`^`Q`f_je^dT`%`QdQ`SQ]`R`Q`b`i`TU`du`b`_`Y`Q`b`aeU`Q`e`Q`ReU`^`Q`U`U`SSW`%`U`b`_`aeU`U\`
`W`^`SY`^`Q]``Y`U`rd`_`i`_`Q`Q`e`T`Q`TU`9`Y`c`Uc`cW\`_`_`_`_`b`Q`%`_`aeU`ce`W`U`b`U`Y`TU`Qc`Q`Q`Q8_]`_`_`W`^`c`W`^`4aeU`ce`_`_`^`U`cU`b`ce`V`du`du`%`Y`Uc`Qc`Y`TU`Qc`_`^`
Q`du`^`T`Y`_`c`%`^`Q`Y`RU`^`QdQ`_`R`du`^`ub`U`_`V`Q`^`D`U`b`_`Se`Q`ae`Y`U`b`Q`aeU`cU`Q`ce`TY`U`U`_`U`b`Q`%`Q`T`Q`_`eUTU`cU`b`]`sc`TY`U`S`d`Q`i`_`_`U`^`Q]`_`U`^`du`%aeU`SQ`T`Q`
TU`du`b`_`Y`Q`S`W`^`TU`Q`f_je^dT`%`W`^`^`Q`U`U`SSW`i`cU`^`W`U`W`^`Uc`^`USuc`Q`b`4`T`Y`U`S`d`Q]`U^du`U`^`S`_`rdQ`TU`ce`_`b`_`^`Q`_`^`S`W`^`TU`Q`I`RU`bdT`TU`Q`
f_je^dT`D`_`baeU`c`Y`Q`TU`du`b`_`Y`Q`S`W`^`TU`Q`f_je^dT`%`SQ`T`Q`f`U]`_`]`sc`^`TU`Ucd`]`Q`^`U`b`Q`c`W`U`U`Q`^`e]`%`QS`_`f`Y`SSW`%`_`Q`f`Y`cd`TU`
U`^`du`T`Y`_`Y`U`rd`_`W`^`W`^`BU`Q`SW`S`_`^`U\`_`Q`_`b`RYU`i`U\`_`Q`_`%`Ucd`_`Uc`cW\`_`Uc`_`_`_`aeU]`eU`f`U`Q`Q`f_je^dT`%`aeU`cU`Q`e`Q`S`_`rdQ`Nsd`W`
ce`_`_`ub\`_`S`_`rdQ`Y`4U`rd`_`^`S`Uc`Uc`^`USuc`QbQ]`U^du`Q`c`U`Q`f_je^dT`c`W`U`U`^`USuc`QbQ]`U^du`Ucd`_`e`^`d`_`TU`f`Y`cd`_`f`Y`cd`TU`Q`S`]`_`_`W`^`c`W`%`
^`_`cW\`_`U`^`Q`W`^`^`c`TU`cec`Q`Sd`_`c`%`U`b`_`U`^`SQ`T`Q`Q`Sd`_`TU`Q`U`U`SSW`i`cU`^`W`U`Q`9`U]`Q`^`U`b`Q`aeU`Q`f_je^dT`^`_`TU`du`b`_`Y`Q`U`^`cU`U`^`
Se`Q`ae`Y`U`b`Q`TU`cec`_`b`_`Y`c`Q`Sd`_`c4`_`U`b`_`SQ`T`Q`Q`Sd`_`TU`U`U`SSW`i`_`Q`_`W`U`Q`f`Q`TU`U`^`TU`TU`%`Ucd`_`^`USuc`QbQ]`U^du`S`_`^`USd`T`_`S`_`%`Q`W`^`Q`
SQ`ec`Q`Q`^`d`U`S`U`T`U`du`U`_`Se`Q`_`SQ`ec`Q`_`_`Uc`_`Q`_`b`_`^`Q`f_je^dT`%`Y`^`W`^`Q`_`_`U`T`Y`Q`TU`ce`_`b`_`^`Q`%`

^YS_cQQVie`Q`Uadu`USUhdU Q\QVQSe\QT%eY`_QW_ aeU`Uadu`USU Q_dQVQSe\QT%Sei_c Qsd_c bUS_bubQndk TU\Qf_je`rdT%W`
d_T_c cec Qsd_c% W_RubRqbi Tudubj YQdKQc'

6aeU`eYXQ_ aeU bUc`_`TW%aeU cYRYU`Uc SYUd`%aeU TU QSeUdT`_S_`^U T_Sd b%Q TUdubj YQSW`VnQ TU\Qf_je`rdT TU`U`TU cWj`_`bU% Ucd`
S_`^USdQT`_S_`^YnQYRUj UrdU%QS_`fYSSW`TU UrdU`TYj Ynd`% U QfY`_TU j Q`_bRYU`4c`Uj RQbW`%_c Qsd_c TU\Qf_je`rdT`_`c_`^`^`USUcQbY`c4
TURIT`_QaeU\Qs_`fYSSW`TU UrdU`TYj Ynd` TU`U`TU U`_`b j UbUebUe`e`Q\U Qndubj bTU\Qf_je`rdT%W`^`Q TUdubj YQSW`TU d j Qb`_`dQTU`_`c
TQd`c UHXRIT`_c4`_`b j aeU cW`Y`Y`QsQaeU\Qj UrdU`_`Rdu`U`VnQT`_`TU S_`fYSSW`%aeU Uc ceV`S`U`ndU i UN`SQ`_`QdQTUdubj YQb\Qs_`^`cUSeU`ndU i xidj Q
U`USSW`TU\Qf_je`rdT4i aeU\Qf_je`rdT`_`%`^`bUc`_`USd`_`Q`Uc`U`Qsd`_`Q`ndubj b%`_`^`_`aeU TUdubj YQ i QcUQ`_`QdQ`c`e`db`_`^`%`_`Uc`_`^`USUcQbY`4i aeU
U`Ucd`Q`Q\VRubQT TU\Qf_je`rdT`_`S_`^`Y`c`dU`U`^`aeU`%`e`Q`T`_`9Y`c`T`Y`U`d`ceV`S`U`ndU j`_`RZd`f`Q`%`Qf_je`rdT`_`Ucd`_`U`^`VRubQT`_`cY`cU`TURU`VQj`_`Qb\Q
QdU`SW`TU\Qj UrdU`Q`U`Q`_`^`_`BQTQ`_`e`U`TU`c`ub j sc`T`R`Y`i`_`VQdQTU`_`S_`^`cY`U`b`Q`SW`^`aeU`e`Q`bUc`_`e`Ucd`TU`Ucd`d`f`_`_`DQbQaeU\Q\U Qndubj bTU\Q
f_je`rdT%W`^`Q TUdubj YQSW`TU`Q`c`e`dbi dU`bU`U`SeU`ndU`_`T`Q`f`U`U`e`e`^`Qsd`_`TU\Qf_je`rdT`_`4GYQ\VRubQT TU\Qf_je`rdT`_`S_`^`Y`c`dU`U`^`aeU`%`_`_`cU
ce`_`_`^`U`%`_`_`_`cY`U`e`^`Qsd`_`TU\Qf_je`rdT`_`%`Uc`^`Qsd`_`TU`U`USSW`_`_`bUSXQ`_`_`M`_`_`b j`_`d`rd`_`%`eY`_`aeU`U`T`_`Sd`_`b`Q`Xj`_`Q`c`b`f`U`b`T`Q`%`Ucd`_`Tudubj YQ`T`Q
`_`b`QW`_`TU`j`_`Q`ndUSU`TU`ndU`U`^`U`U`rd`TYj Ynd`_`c`_`RBU`U` j`_`Q`_`bRYU`^`Q`_`Q`ndU`_` j`_`Q`_`DQbQ`U`Q`d`b`Q`Xj`_`QaeU`Uc`_`Uc`Q`j`_`aeU`_`c`_`_`T`_`d`_`_`f`U`b`Q
f_je`rdT`_`TU`U`U`b`_`_`bUSXQ`_`Q`b`_`M`_`_`b j`_`d`rd`_`Q`f_je`rdT`_`TU`U`c`ub j`_`f`Y`_`_`_`_`baeU`%`W`^`Q`U`U`USSW`^`TU`Q`c`e`db`Q`\Q`j`_`_`RZd`f`Q`_`V`USIT`_`%`_`^`U`^`TU
`dQ`S``^`cUSeU`ndU`Qsd`_`TU`U`USSW`3`_`_`b j`_`aeU`Ucd`Qsd`_`_`Uc`_`_`U`^`c`_`^`USUcQbY`_`aeU`U`_`_`d`_`M`cY`ce`_`_`^`U`_`_`c`_`_`d`_`Qsd`_`TU\Qf_je`rdT`_`%`eY`T`_`
Q`ndubj b`Q`Ucd`_`c`_`_`SY`_`^`T`_`c`_`d`rd`_`%`Qsd`_`Tudubj YQ`b`d`rd`_`%`W`^`U`aeU`d j`_`R`Y`^`TU`U`c`ub`e`^`Qsd`_`TU\Qf_je`rdT`_`e`^`Qsd`_`TU`U`USSW`^`4i`_`Q`cU`TURU`%`_`b
``c`_`_`Y`_`_`c`_`_`b`SY`_`Y`c`^`U`Tudubj YQ`b`S`Y`nQYRUj UrdU`_`_`b`QW`^`^`SYUd`_`VnQT`_`TU`j`_`U`^`U`U`rd`TYj Ynd`_`c`_`RBU`U` j`_`Q`_`bRYU`^`M`ce`_`_`^`VQj`_`_`c`_`aeU
``eSX`_`c`_`Qsd`_`c`_`TU\Qf_je`rdT`_`%`aeU`U`^`_`_`bUSU`TU`_`d`_`%`_`_`aeU`^`c`_`_`^`Q`_`SQ`^`eY`U`j`_`RQbW`%`U`_`_`c`_`SQ`T`Q`e`^`_`TU`U`_`_`c`_`^`USUcQbY`_`UrdU`Tudubj YQ`T`Q`_`_`be`^`
SYUd`_`VnQT`_`TU`j`_`U`^`Q`S`_`_`_`_`bU`^`W`^`W`^`bU`Q`SW`^`_`^`U`_`_`_`Q`_`_`bi`_`_`_`sc`_`_`T`S`Q`T`_`_`RU`^`U`^`Uc`U`SQ`_`_`4i`_`Q`c`U`%`Ye`^`_`TU`U`_`_`c`_`VRU`TU`Q`SeUdT`_`_`S`_`^`Q
^`_`SW`TU`Q\VRubQT`_`TU`_`9`B`K`X`d`R`_`_`M`cY`U`^`e`U`TU`T`U`S`b`%`Q`b`Q`j`_`w`TU`_`_`baet`_`_`c`_`X`_`_`_`RBU`_`^`_`_`Q`c`e`d`^`Q`\Q`j`_`_`SU`UR`b`Q`T`_`_`ce`S`U`Y`Q`j`_`_`UrdU`%`Uc`_`TURIT`_`_`Q
``c`_`X`S`R`d`_`_`^`_`_`S`f`_`_`c`_`_`S`_`_`^`d`Q`T`_`_`c`_`_`b j`_`_`Q`_`_`c`_`Qsd`_`c`_`S`_`_`_`UdT`_`_`c`_`Q`nd`k`_`%`_`^`_`_`aeU`cec`_`_`UrdU`_`_`Ucd`_`^`Y`T`c`_`_`e`Ucd`_`c`_`QS`_`_`^`cY`U`b`Q`f`_`U`b`T`Q`_`_`W`f`W`Q`SQ`_`
`ce`S`U`Y`Q`j``_`UrdU`Q`U`_`_`c`_`Q`T`Y`S`e`l`d`T`_`_`^`_`_`Ucd`_`U`^`Q`R`c`_`_`led`_`_`U`f`Y`d`U`b`Q`T`Q`f`U`TU`_`_`eU`f`_`_`Q`SeUcd`W`%`_`_`aeU`Tudubj YQ`R`Q`Q`f_je`rdT`_`TU`_`_`c`_`Q`ndubj bUc`
Qsd`_`c`_`TU`_`_`Q`T`Q`T`5`_`9`URU`%`_`_`b j`_`_`c`_`_`b`SY`_`Y`c`_`TU`_`9`B`K`X`d`R`_`_`%`eY`T`_`_`U`_`^`e`rd`_`_`TU`f`Y`e`d`TU`_`Urd`TYj Ynd`_`c`_`RBU`U` j`_`Q`_`_`bRYU`^`i`_`_`U`_`_`Q`_`_`GY`Ucd`_`_`e`rd`_`_`TU`
f`Y`e`d`TU`_`Urd`TYj Ynd`_`TU`_`aeU`cU`Q`_`_`c`_`%`aeU`T`_`d`_`_`_`f`U`b`Q`f_je`rdT`_`Q`U`U`b`_`_`bUSXQ`_`_`Q`b`%`_`_`_`Q`Xj`_`_`Q`U`T`_`_`Sd`_`_`b`Q`S`_`_`^`d`e`Q`SW`%`SQ`T`Q`Qsd`_`_`TU`
U`USSW`^`_`_`bUSXQ`_`_`%`TU`_`_`b j`_`_`U`b`Q`U`H`e`d`U`SQ`TU`e`^`X`_`_`_`RBU`%`_`_`eU`f`U`i`_`_`Tudubj YQ`T`_`_`_`bUcd`_`_`e`rd`_`_`TU`f`Y`e`d`4i`_`_`Ucd`_`_`e`rd`_`_`TU`f`Y`e`d`TU`Q`S`_`_`_`_`bU`^`W`^`
TU`U`_`_`SY`_`^`Q`rd`i`_`_`aeU`b`W`U`U`Qsd`_`%`TU`U`c`ub`Q`ndk`_`TU`Qsd`_`_`M`_`_`_`b j`_`_`d`rd`_`%`Q`f_je`rdT`_`Uc`_`^`USUcQbY`_`_`UrdU`Tudubj YQ`T`Q`W`^`SQ`T`Q`e`^`_`_`TU`cec`_`Qsd`_`c`%
TU`Q`_`_`b j`_`_`U`b`Q`U`H`e`d`U`SQ`TU`e`^`X`_`_`_`RBU`%`_`_`be`^`Q`SQ`e`c`Q`Q`Q`T`_`_`TU`Q`f_je`rdT`_`%`_`e`Q`SQ`e`c`Q`aeU`_`_`^`_`_`b`_`SU`TU`TU`_`_`TU`U`^`TU`TU`_`_`Y`W`^`^`Qsd`_`_`TU`Q`
f_je`rdT`_`U`^`Q`R`c`_`_`led`_`_`_`_`Se`Q`_`Q`Q`f`U`j`_`_`S`_`_`_`_`^`U`d`j`_`_`UrdU`ce`_`_`b j`_`_`U`d`T`Q`U`caeU`j`_`_`Q`TU`Q\VRubQT`_`TU`Q`f_je`rdT`_`TU`_`_`_`t`_`T`S`_`_`4i`_`_`U`%`TU`e`^`c`_`_`_`W`_`_`_`U`%`Q`
``S`_`_`b`Q`T`_`_`_`_`c`_`_`dU`T`_`_`^`Uc`_`_`TU`_`_`d`_`T`_`_`c`_`cec`_`Q`b`W`_`_`Urd`c`_`TU`Q`R`_`_`^`T`Q`T`%`Q`Z`e`d`S`Q`%`Q`V`U`U`Y`T`Q`T`_`_`i`_`Q`cY`S`U`b`T`Q`T`_`_`TU`_`9`Y`c`_`_`W`^`cec`_`_`W`b`TU`^`Uc`_`_`b j`_`_`_`Uc`_`_`Q`%`Q`j`_`_`Urd`_`_`Q`c`%
``Q`j`_`_`Q`T`Q`c`%`f`Y`d`S`_`_`^`Uc`_`_`i`_`_`bUS`_`_`^`U`S`Y`_`^`Uc`_`_`4aeU`X`Q`S`U`ec`_`_`TU`%`T`UR`Q`Z`_`_`TU`Q`c`_`SQ`R`U`_`_`Q`c`_`TU`Q`W`_`_`b`_`RQ`SW`%`U`USSW`^`W`TU`U`SW`^`e`^`U`b`Q`%`W`Q`S`Q`
``ceV`S`U`ndU`i`_`_`UN`SQ`_`_`%`Q\VRubQT`_`TU`Q`f_je`rdT`_`TU`X`_`_`_`RBU`4i`_`_`X`Q`X`US`X`_`_`f`Q`_`_`c`_`d`_`T`_`_`c`_`cec`_`U`H`S`Q`j`_`_`Q`S`Y`_`_`^`Uc`_`_`S`_`_`^`d`Q`Q`T`_`_`S`d`b`Q`TU`_`_`_`c`_`SQ`f`Y`e`d`c`%`_`_`_`
``Se`_`_`_`Q`T`_`_`Q`9`Y`c`_`_`TU`Y`Z`e`d`S`Q`_`_`Q`^`W`Ucd`Q`%`Q`Y`V`U`U`Y`T`Q`T`%`Q`X`Y`_`_`S`U`Uc`Q`%`Q`V`Q`S`Q`i`_`_`Q`S`e`U`T`Q`T`_`_`i`_`Q\VRubQT`_`TU`Q`f_je`rdT`_`TU`X`_`_`_`RBU`4i`_`_`X`Q`X`US`X`_`
``f`Q`_`_`c`_`d`_`T`_`_`c`_`cec`_`U`H`S`Q`j`_`_`Q`S`Y`_`_`^`Uc`_`_`S`_`_`^`d`Q`Q`T`_`_`S`d`b`Q`TU`_`_`_`c`_`SQ`f`Y`e`d`c`%`_`_`_`Se`_`_`_`Q`T`_`_`Q`9`Y`c`_`_`TU`Y`Z`e`d`S`Q`_`_`Q`^`W`Ucd`Q`%`Q`Y`V`U`U`Y`T`Q`T`%`Q`X`Y`_`_`S`U`Uc`Q`%`Q`
``V`Q`S`Q`i`_`_`Q`S`e`U`T`Q`T`_`_`i`_`Q\VRubQT`_`TU`Q`f_je`rdT`_`TU`X`_`_`_`RBU`4i`_`_`X`Q`X`US`X`_`_`f`Q`_`_`c`_`d`_`T`_`_`c`_`cec`_`U`H`S`Q`j`_`_`Q`S`Y`_`_`^`Uc`_`_`S`_`_`^`d`Q`Q`T`_`_`S`d`b`Q`TU`_`_`_`c`_`SQ`f`Y`e`d`c`%`_`_`_`
``Se`_`_`_`Q`T`_`_`Q`9`Y`c`_`_`TU`Y`Z`e`d`S`Q`_`_`Q`^`W`Ucd`Q`%`Q`Y`V`U`U`Y`T`Q`T`%`Q`X`Y`_`_`S`U`Uc`Q`%`Q`V`Q`S`Q`i`_`_`Q`S`e`U`T`Q`T`

: \9B GQ] eU 8\Qd %W^ce TU] _cdQSw^TU cUbi _c QdRRed_c TU9Y_c% QdQf QTbU QdW] Urd `QdQTU] _cdQb\Q^USucYTQT TU\Q
f_je^dT%TU ce S_~Uhw^~USucQbQS_~U xldj_ TsdQ] U^TU\Q8_] `Bw^w^e`_~U Ucd xldj_ ^_ cUbs T\WU^TU\Q @i TU\Q
f_je^dT `b`~Q Dub_ cYuc QcW%_ cu QdubQ U SQc_ U^SeQrd_ Q\Q^USucYTQT TU\Q\U' GYU TsdQT_ TU Urd^TY] Yrd_ cuQ U] Y] _S_ ^
Q\Tudub] YQSw^TU\Qf_je^dT%_] _ce`_~U U 9B 8\Qd %Q S_~dneQSw^WcdQTudub] YQSw^ ^_ Uc Wcd_ U\Ud_ TU\Q U\Ussw^4i cYuc
QcW%Q \VRubQT TU U\Ussw^dU^U ~YV^Q` QdU U^U\Qbuc ~USucQd_4Uc TU5W%Q U\Ussw^ ^_ `eUTU UfYdQ_ 'GYU xldj_ TsdQT_ TU
: ~U^TY] Yrd_ cuQ\Q] Y] QS_ ^Q\Tudub] YQSw^TU\Qf_je^dT U^cU^Wd_ ^SUC Q\Uhd^SQTU UcdQTudub] YQSw^TURU cUbi ~USucQbQ
U^SeQrd_ Q\Qf_je^dT4U^dQd_ aeU\Qf_je^dT ^_ `eUTU dU^U\Q_` _b^eYTQT TU TUDub] YQbcYXQTU Uhdcb_ ^_%U^Uhd^SQTU Q
Qrdc TU\Qf_~W^dU^U\Q_` _b^eYTQT TU TUDub] YQbSeQaeYUbS_cQ : \Q] Y] Q Uc U QcSUr^_ i Q\Uhd^SQTU\Qf_je^dT Dub_ e^Q
S_cQTUc` et c TU aeU Uhd^U%_ dU^U ~YV^Q_` _b^eYTQT TU TUDub] YQbU^SeQrd_ Qce `b`~Q Uhd^SQTU Q Uc TU] QcQT_ dQbU` Qd
Uc_ '

GYU\VRubQT S_~YcdU U^aeU U aeU Qd] YQ^_c ce`_~U^QcQRub U^Qf_je^dT TU TUDub] YQbcec `b`~Yc Qsd_c%W^U^T_
_` _b^eYTQT \RbU i UcdQb^Yd_TQ^USucYTQT4Ucd_ Uc_] Y] _ aeUTUSW^aeU\Q\VRubQT S_~YcdU U^`_Tubd^UbuQ] Qi \Q
_` _b^eYTQT TU dU^U\ aeU\Qc TUDub] YQSY_~Uc TU\Qf_je^dT aeU\U^ \Q SQ McYQc TUDub] YQSY_~Uc TU\Qf_je^dT% _c xldj_ _c
TsdQT_ c TU Urd^TY] Yrd_%UQ U] Y] _%Wd_ ^SUC Q\VRubQT S_~YcdU U^Q] UrdU aeU dU^U U^`_Tubi \Q_` _b^eYTQT TU U\Umbcec
`b`~Yc TsdQT_ c TU\Q S_] `Bw^w^ Dub_ Ucd_ Uc QRced_4_` _baeU Uc` QdXQSubQ\Tudub] YQSw^TU U\Ussw^ Qrdc TU TsdQT_ TU
Q S_] `Bw^w^ i U ceU_ TU\Q] Y] Q4aeU ^_ `eUTU S_~YcdU U^U TsdQT_ TU: ~U^TY] Yrd_ cU^T_ Q\Tudub] YQSw^TU\Q U\Ussw^
] Y] Q

6aeuXQ _dQ Qdub^Qf_Q% Ub_ aeU USeUbbQ\Qf\Ud QRced_ TU e^QTudub] YQSw^Qrdc TU aeU _d_% \QScQcQTU U\4i _d_
Qrdc%Q\Tudub] YQSw^TU aeU4i QcuU^U YVYd_ 'GYU xldj_ TsdQT_ TU: ~U^TY] Yrd_ cuQ\Q\Tudub] YQSw^TU\Q` b`~Qf_je^dT%
i U Q] QcuQ\VRbU S_ ^bUc_ U d_ Q\QaeUTsdQ^W^Q^_Sw^ Qd] YQ^_ TU\Q\VRubQT4Urd_ ^SUC^Qrdc TU aeU Uhd^U TsdQT_ TU ce
Urd^TY] Yrd_ TU Q] QbTU] QrdUf_je^dTQi TU QSeUd_ Qce `b`~Q U\Ussw^TUdub] YQW^d_T_c\c SQc_c%_ aeUTsdQ^TU
: ~U^TY] Yrd_ cUbs4TU _d_] _T_ aeUTsdQ%_] _ Q\Qf_je^dT%Uc ~USucQd_4i _c Qsd_c TUDub] YQT_c` _b\QaeU d] RY ^XQ^
TU cUbi ~USucQbQc_ 6cuaeUXQ e^QTudub] YQSw^TU\Q] UrdU Qrdc TU aeU TsdQ^TU Urd^TY] Yrd_%^Qsd_ TU U\Ussw^TU W
Qrdc TU aeU W^Q U\Ussw^ i Q\Tudub] YQSw^TU_ aeUTsdQ^TU: ~U^TY] Yrd_ cUbs3i Ucd Qsd_ QrdU bTU U\Ussw^Q cube^Qsd_
\RbU TU\Qf_je^dT %d] RY ^TURU cUbi_] Y] _S_ ^_d_ xldj_ TsdQT_ TU\Q8_] `Bw^w^3oMcYQ] UrdU d] RY ^cUbi\VRbU U^UcU
TsdQT_ TU Urd^TY] Yrd_%aeUTURU cUbi TUDub] YQTQd_TQfW` _b_d_4i QcuXQcdU YVYd_ '6TU] sc%GYU TsdQ] U^TU\Q
S_] `Bw^w^ i Q\Tudub] YQSw^TU\Q cUbs U] Y] _%Ucd_ S_~e^TU Q Urd^TY] Yrd_ i f_je^dT% \Uc XQSU\Q] Y] Q MQcu dQdU
TU\Q] Y] Q _^_%_ _cUbs ^QX_bQTc` edQd_ Ub_ cW_ cUbiQ_RcUf_Q%aeU cYuc QcW% \Q^Sw^ Qd] YQ^_ TU\Q\VRubQT S_~YcdU
U^e^`_TubTU Qed TUDub] YQSw^U^U Urd^TY] Yrd_%\RbU TU d_TQ^USucYTQT4cUbiYTU U^TYUrd^U%_ TUDub] YQTQ` _bSeQaeYUb
S_cQ Qrdc TU cec`b`~Yc Qsd_c i TUDub] YQSY_~Uc4i SeQrd_] sc\Q S_] `Bw^w^ Uc` _b_ dQrd_ YTU U^TYUrdU i c_RubQ_ c_RbU
cec`b`~Qc TUDub] YQSY_~Uc%Q] sc\VRbU Urd_ ^SUC Q\VRubQT TU Q] Qd_] _e^QW^Urd_] _bQ^TURU S_~YcdU U^QYTU U^TU^SQ
TU: ~U^TY] Yrd_ bUQd_ Q\Qc` _baURQ_ _Q` QdU^SQ TU\Qc S_cQ%_ SeQaeYUb_ aeU cU TUcdQSQ U^QRc_ led_ f eUd Q\Qf_Ycd TU\Q
] UrdU Qrdc TU\Q TUDub] YQSw^TU Urd^TY] Yrd_ M_ aeU Uc e^Q\VRubQT Uc Ucd_ aeU S_~YcdU U^e^QSQ QSYQT%Q\VRubQT i
YQSYQT TU Zj WQ% QcuQ TU QSeUd_ S_ ^Qc` _baURQ%_ U^S_ ^dQ TU U\Q4aeU dU^U e^S_] Q^T_ c_RubQ

c_RBUcu] Yc] QU^dT_]] Urd%QZj VQb% QcUQ QWQTRU] Urd_ TUcQWQTRU Q\ aeUcUUhXRUSQdQ] UrdQce`b`Y`e^d TUfYdQ
8YubQ] UrdP%_ Uc TU\VRubQT aeUXQSUaeU\Qc`Ucc`Qc TU\Qc] QdubQc`b`Yc TU\Qc`_Q] Urd`UccQcY`%QbV%] Urdc%
BUS_fU`SY`Uc% S_cQc cu] UZQdUc] UTY_c] _bQuc i Ucd] e\c':\ec_ TU\Qc SeQuc S_`QX%] Q`YTQT Uc e^QbV%] Urd`b`SY`Q TU\c
Qd] YQ`_c% QdQTUW`Tubce ^`S`w^TU\VRubQT cY`dTQ`USucYTQT` Delc TU QSeUd_ S_`Ucd`%_c X_] RdUc] sc\VRdUc% U`_c aeU Ucd ^
RQZ`U W`RUB`_ TU dUc] UTY_c% U`_c ceZd_ Q\Q`Vubj Q TU\QfYU`S`Q i \QbQ w%] sc Y`TU`U`TU`dUc TU ce Y`Veu`SQ`W`cec
TUdUj YQSY`Uc`

McyU UrdY`Y` Urd i \Qf_je^dT c_`U] Yc] _ _`%_] _ U 9B 8\Qd` QdUSUce`_`U`%Y`U] RQdW`%_`U
V`TU] QrdU`ub\Q`_S`w`Qd] YQ`_ TU\Q\VRubQT cY`USucYTQT`Q\VRubf_je^dT ^`cU TUdUj YQ`_bU
UrdY`Y` Urd`%Y`USucQbQ] Urd S_`USdQT_ S_`U UrdY`Y` Urd 4i U] sc Q\UZQT_ TU dUc 8_`~U`Y`_%
] Q`_bUc \Q\VRubQT` MSeQT_ \Q\VRubQT Uc d`dU i S_] `Ucd`%Qc TUdUj YQSY`Uc TU\Qf_je^dT ^`dU`U`
`Y`V`Q`S_`U`h`U`U`Q`Rc`_ed_ S_`_`c T`S`dQT`c TU\Q 8_] `U`c`Y`W` McyUc QcU`W`f`Q`_c`^`dT`Qc`Qc
Q`Y`S`QSY`Uc Q\Q`S_] `U`c`Y`W`%_`U`V`TU`Y`TeS`b`Q`SeQaeY`ub`Q`S`d`f`V`b`_c`_VRUB`i` QcU`f`Q`_c`^`dT`Qc`Qc
Y`cd`e`SS`Uc`%_`c`U`Z`c`%Y`Y`Q`SY`Uc`%BUS_fU`SY`Uc`% d`T`c`_`c`Q`b`V%] Urd`c`i` `U`cc`Q`c`Y`Uc`U`Q`Rc`_ed`_%
`e`Uc`Ucd`Qc`^`_c`^`c`Y`_Q`Y`S`QSY`Uc`Q\Q`S_] `U`c`Y`W`%`e`Q`U`h`_`c`Y`W`S`Q`Q`i`f`Y`Q`TU`_c`_R`Z`d`c`TU\Q
U`USS`W`Q\Q`f`Y`d`Q`TU\Q] UrdU`D`ub`_c`%`Uc`^`et`c`TU`d`T`_`%

GUSSY^L'

@Qf_`Y`W`^`USucQbQ] Urd S_`USdQT_ S_`^`Q`Y`Veu`SQ`TUA`_d`f`_c3S`^`_R`c`U`f`Q`SY`Uc` `Q`d`S`e`\Q`d`Uc`_c`_R`B`U`Q`V`W`Q`
Y`S_`c`Y`d`U`SQ`TU\Qc`Q`W` Q`SY`Uc`i` Qd`_`Q` Y`rd`c`TU`G`B`8`X`e`RR`Q`S`U`S`Q`TU\Q\VRubQT TU\Qf_je^dT

EeUSQTQ`Q`S`d` TU\Qf_je^dT dU`U`Q`V`e`Q`SQ`ec`Q`% U`S_`c`U`SeU`SQ`#`_b\` aeU`i`Q`c`U`X`Q`TU] _`cd`QT`_\$`dU`U`e`Q`S_`U`h`W`
`USucQbQ`S_`^`ce`SQ`ec`Q`%`_`b\` d`rd` Uc` USucQb`%`_`be`Q`USucYTQT`TU\Q`S_`U`h`W`i` \Q`S_`c`U`SeU`SQ`W`Uc`U`f`Y`TU`rdU`_`b`Ucd`_%
aeUSQTQ`Q`S`d` TU\Q`c`U`b`S` d`T`_`\` aeU`Uc`U`h`S`Y`QT`_`_`b`Q`W`X`^`] _`d`f`_`3aeU`c`U] Q`Y`U`Uc`d`Q`%`QaeU`P`%Y`Q] UrdU`W`^`U`aeU`ub`Q`Q`
] Q`U`b`QaeU`\`X`Q`S`U`W`Uc`U`h`S`Y`QT`_`_`b`Y`V`X`^`] _`d`f`_`_`Y`S`U`rd`_`%`U`rd`_`S`Uc`^`_`dU`U`V`W`aeU`c`U`b`_`_`U`Q`c`U] Yc] _`%`_`U`cc`W`U`Q`
X`Q`S`U`b`_`4ce`_`R`Z`d`f`_`Uc`^`Q`T`Q`%`^`_`Rec`SQ`^`Q`T`Q` M`c`Y`_`_`Rec`SQ`^`Q`T`Q`W`rd`_`S`Uc`^`_`Y`b`T`Uc`^`et`c`TU`Se`QaeY`ub`S_`c`Q`%`_`U`Z`U`S`U`b`
Se`QaeY`ub`Y`S`Y`Q`S`W`_`_`U`W`U`W`^`SQ`X`Q`S`Q`Se`QaeY`ub`S_`c`Q`%`_`aeU`d`Q`U`U`Q`ce`rd`_`Q`e`Q`S_`^`d`Q`T`S`S`W`^`_`_`b`aeU`^`Q`d`Q`] UrdU`U`
aeU`ub`Q`W`_%`_`Q`d`QaeU`f`Q`Q`T`U`b`S`c`TU`Q`W`_`_`_`be`^`Q`S`d`_`TU`_`U`W`U`W`^`SQ`U`Y`S`Y`Q`S`W`%`_`^`Q`] Yc] Q`S_`c`Q`

D`ub`_`c`Y`S`Q`T`Q`Q`S`d` TU\Qf_je^dT Uc`U`h`S`Y`QT`_`_`_`be`^`] _`d`f`_`%`Q`S_`^`d`ne`Q`S`W`%`aeU`U`] _`d`f`_`Uc` \Q`SQ`ec`Q`TU`Q`S`d`' G`Y`_`c`Q`S`d`c`TU
 \Q`c`_`^`U`h`S`Y`QT`_`c`_`_`b] _`d`f`_`c`%`Q`S_`^`d`ne`Q`S`W`%`_`_`d`f`_`c`_`^`Q`c`_`SQ`ec`Q`c`TU`ce`c`U`b`U`h`S`Y`QT`_`4`_%`_`aeU`Uc`_`_`] Yc] _`%`Q`SQ`ec`Q`TU`ce`
U`h`Y`d`U`SQ` M`c`Y`Uc`Q`c`U`Q`U`h`Y`d`U`SQ`TU`_`c`Q`S`d`c`TU\Qf_je^dT Uc`_`b`_`Y`Q] UrdU`U`U`W`S`d`_`TU`cec`] _`d`f`_`c`_`A`_`d`f`_`c`_`^`_`X`Q`S`U`
^`Q`T`Q`%`_`_`] _`d`f`_`c`_`Y`S`U`rd`_`c`%`Y`_`_`_`b`ce`Y`Veu`SQ`i` d`rd`_`S_] _`\`_`X`Q`S`U`ce`Y`Veu`SQ`Uc`U`U`W`S`d`_`TU`U`_`c`_`D`_`b`Uc`Q`Uc` \Q
Y`TU`Q`TU`e`^`U`W`S`d`_`Q`W`_`aeU`c`U`U`f`w`Q`^`Q`c`Q`_`_`b`Q`Y`Veu`SQ`TU`Q`V`e`Q`_`d`Q`S_`c`Q`

McYQc f_\YSY^Uc c_^QTUSeQTQ] U^dU_c UuSd_c TUcec] _df_c%Qs_~dheQSW~%aeU Ucd^S_~USdQT_c
~USucQbQ] U^dU S_^cec] _df_c' 8QTQUuSd_i U^U^d_ TUcUbS_] _cU XQTU] _cdQT_ Q^dte%~USucQbQ] U^dU
S_~USdQT_ S_^_ aeU Uc \QS_~Uhw^Q dUbbQ^Q^ b`^QTQi \QbQ w^TU ce UhYdU^SQ D_b\ dQ^d%Uc] Q^YUcd_%aeU
\Qf_je^dT Uc ~USucQbQ_% ^_ Uc TU ^YVx^`_ TubTU Qed_TUdUj YQSW^TU \Qf_je^dT3\Qf_je^dT%aeU Uc
SQecQTQ`_bU] _df_ Q^dub^bi \QY^TeSSW%^_ Uc SQecQTQ`_b\Qf_je^dT UZbSube^`_Tubc_RUbQ`_c_RbUcu
] Y] Q% QdQTUdUj YQb% b_f_SQbi UhSYQbf_\YSY^Uc U^cu] Y] _': cd_ ^_ Uc S_~cYdU^dU S_^_ \Qf_je^dT
QSeQ^T_ U^e^UcdQT_ TU Y^YUu^SQi UaeY^RbY_% QdQTUdUj YQbCU] Y] QQe^Q`^UuUu^SQ4`_b\QV_bj QU^
aeU_`UbQ`_c A_df_c%Uc`_` \QdY^Q^T_ \Qf_je^dT% Ts^T_ Ue^QSUbQY^SY^QSW^`_` bU`_`^TubQdY^`TUe^Q
] Q^ubQ 6aeu`eUTUaeUS_~fU^U^dU_RcUfQbaeU U Gb

*' p\Uc QRe^TQ^dU U^VQ QVj QSW^TU aeU \Qf_je^dT%U^d_T_c cec Qsd_c%Ucd Y^UeU^SQTQ`_b] _df_i \QU] _SW^4i aeU UcdQ Uc
\QRcU Q^dub^bi \QbQ w^TU d_T_c cec Qsd_c% aeU ^e^SQ Uc`_dQ S_cQU^SeQaeU bYcdQ^SQ 9^SU^#`_+ /+\$ BYV^e^Q QSSW^`eUTU
dU^UbleVQbC^Y^QVx^`] _df_` QdUhsYQbQU\Q; M^#`
+/, %] _Yd_ ^_`_` eUTU dU^UbleVQbC^Y^QVx^`QbQ w^6BH: F^EF _] _df_` QdY^TeSbU\Q; M^#` ,*) '\$ @Q QSSW^`_`_cU
\UfQbQ QSQR`_c^Y^QVx^`QbQ w^ _] _df_` QdY^TeSbU_4 EeU cUQ QRcebt`_ce`_`_U^%aeU U \QSe\QT Qsd^f cU UZbSubQc^Y
QVx^`QbQ w^6BH: F^EF ` QdQTY`_`_U^b\Q] U^dU Q\Q QSSW^`_#6cudQ] RY^` \Q`_sW +. 0'\$i XQR\QTU UcdQ: S_cQc%S_] _\ aeU
`_TU] _c UcdQbQRc_jeQ] U^dU cU^eb_TU% aeU c_`^U \e^TQ] U^d_%U x^`^S_ \e^TQ] U^d_ dU^U] _c \QSubUj QTU bUc` UcdQ
`_U^USSY^Uc] _bQUc TU 9Y^c' #sW+. +&+. . %/ * &+/- '\$

M^eY^U] RQbW_%Q] Y] _dU] `__%_bce UcaU] Q^QY^UeU^SQTUA_df_c c_RbU^_c_d_c` QdUhsYQbQU\Q QSSW^% QcUQU^
bUQY^TQ^e^Q` \Q^dQTU \Qf_\YSW^%Uc S_~cUSeU^SQ TU \Qf_je^dT_ TU \QU USSW^TU \Q] U^dU DQdQ^T^Y^cYdU U^VQ^` Q^UbQc_RbU
U\Q^%aeU U^d_TQc \Qc QSSY^Uc \RbUc%Q^dUc TU aeU \Q] U^dU Uc Ua ceZd_ TU UcdQc f_\YSY^Uc%aeU UhsYQ^`] _df_c%eU U^YU QcUbQcu
GU U^YU^%eY^Q QSe] ` \bS_ ^U] _df_%aeU cU` bUcU^dQ \Qf_YcdQ% ^_4i SeQ^T_ cU` bUcU^dQ^fQb^c] _df_c%eU U^YU \QaeU
SUTUbs Q% aeU cUfQ QbUSXQ Qb #bsW + / '\$ H_T_X_] RbU dU^U`_`_Tub` QdQ QSeQb_ QRcdU^UcU TU QSeQb^QV^TQ^R^U] U^dU S_~%
S_~dQY_ Q^SeQaeU b] _df_ aeU` bUcU^dQ; #b' + 0'\$ H_T_X_] RbU Uc \RbU TU QSeQb% QRcdU^UcU TU \Q QSeQSW^% ^
QV^TQ^R^U] U^dU% cUQS_~dQY_% aeU SQTQe^`_TU Ucd_c] _df_c%e_~cYUcdQT_c Q^VQTQ] U^dU% UcdQ UhsYQb_X_] RbU Q^dU^U
`_Tub% Uc dQ^d_ U^V^RUbQT% QdQ bUSXQ QbU] _df_ aeU` bUf QUSU^% QaeU dU^U`_Tubi dU^U \Q \RUbQT% QdQ bUSXQ QbUc_c
] _df_c aeU ^_`_` XQSU^`_#MQcU^` ,*) % ** '\$ QV^TU S_~cdUe^e^Q QV^U^dU] _bQ%Uc ~USucQbQ_%aeU TURUdU dU^U bU`_TubTU
QSeQb_ QRcdU^UcU TU QSeQb% ^dQUc] _df_c] _bQUc aeU U` \Q SQ; M` QdQU `b` w^Y_%] _U^` eSX_c_d_c \eVQbUc' 9U
QSeUbt`_S_~^Ucd_%Qf_je^dT QSeQ`_b] Ub_% U^YU_ cU ^YUdQ QSe] ` \bS_ ^U] _df_ aeU cU` bUcU^dQ^Q^dUc TU aeU SQV^Q RQZ`_ce
Y^UeU^SQ` bU] YQ^dU% cU TUdUj YQU^` b] UbleVQb`_bU ` \QSub_ \QU USSW^TU \Q] U^dU^aet] _df_c cU` eUTU Y^TeSb`_b%
Q^dUc TU aeU cU Y^TeSU`_bU `c' 6X_bQ%Swj _`_eUTU^S_ \QbUcdQc S_cQc Z^`Qc5 o8wj _`_eUTU \Q] U^dU D^b] UbQsd_%`_bce
Qsd_ TU f_je^dT i \QU USSW^TUdUj YQ^aet] _df_c cU^`^U ceU_ i \QbQ w^TU ce f_je^dT i USSW^S DQdQ Ucd`_ce`_`_U^%Q
USSW^` i QUcd XUSXQ^Q^dUc TU aeU U] _df_ dU^U ce UuSd_4i aeU \Qf_je^dT cU UZbSU i Q^Q^dUc TU aeU` bUf QUSU U] _df_%^TU
] Q^UbQaeU U^` bUQY^TQ^ cUQU ceU_ TU \Qf_je^dT4i XQSubaeU \Q` bUf QUSU^dU U^U] _df_%Qs_~cUSeU^SQ TU \Qf_je^dT^TU
c SeQUc%eY^U] RQbW%Uc Ua ceU_` GYQ] U^dU i QXQUUW^`_` QdQSe] ` \bS_ ^e^` _df_%` QdQSUTubU `Qc_ Qce U^decQc] _%Q
U] _SW^

fYU^U^TUJ QcYQT_ dQbUP% Ue Y^USUcQbQTUc`et c' GYQJ U^WU i QXQ_`dT_`_bSUTubQe^` _df_ aeUYfYQDe^Q
S_cQ%_ aeUY` \SQ% TU XUSX_ Ue%e^QUUSSW^TU\ YSdwQ4i U Qsd_ TU UUSSW^Uc Q^Uc TU aeU\QY^UeU^SQ TU
] _df_ aeUYTeSU% Ue U\Ve^TQJ U^d_ TU\Q UUSSW^4Uc U XZ_ TU Q^UJ Q^_ S_ ^U\` QTBW aeU\ U^WU^TbQ3\Q UUSSW^cU
ce`_ ^U aeU Ue U\Ve^TQJ U^d_ TU aeU\QY^UeU^SQ TU] _df_ %aeU cU ce`_ ^U] ei Y^UeU^SQ QcU bU\Ve^TQJ U^d_ TU\Q
U USSW^ M Qcuf YSuf Ue Q%Q U USSW^cU ce`_ ^U aeU Ue \QS_ ^cUSeU^SQ TU\QY^UeU^SQ TU] _df_ %aeU\QY^UeU^SQ TU
] _df_ Ue \QS_ ^cUSeU^SQ TU Ue Q U USSW^] Yc] Q

MQTUJ sc%eYQf_je^dT QsdQ` bJ Ue XQSQU] _df_ Q^Uc TU aeU SQWQRQZ ce Y^UeU^SQ% \QaeU` bUf QUSU TU A _df_
c_RW U\Q` QcYTeSbQ QsdQbi U U W% cU bU V^ed_ i S_ ^cUSeU^SQ TU ce Qsd_ i \Q U USSW^%U^d_ ^SUC%eSW] _ Ue U] _df_ e^
SQT_ TU 6BH: F^EF i \Q bQ w^TU Qsd_ i \Q U USSW^%_ b\ aeU U^VQ Q^ebQUJ Q TU\Qc S_cQc%Qf_je^dT ^` eUTU d^Ub
VeVQbcY^QVe^Q bQ w^6BH: F^EF i] _df_ `QcYTeSbQ_4i aeU Ucd Qsd_ Ue S_ ^cUSeU^d S_ % c^UeU U] _df_ 5 oEet
S_cQc Gb 8XeRR] U^eT_ QWQ Q^Q` QdbTU SYUdQU YTeTQR Uf U bTQT D_b\ aeU U] Yc] _] _df_ Ue Q\QfUj Q^dub bi \Q
S_ ^cUSeU^d Q^d Q^Uc S_] _ TUc`et c%Q^d U ceU S_] _ V^ed_ TU\Q] Yc] QS_cQ

*8_~Uj U Q\Q ^_SW^YS XUW^U Q^Uc] U^SY ^QTQTU` bJ Ue aeU QsdQ XQSQU] _df_ %U W% cYf Q QSe] ` \bS_ ^U\Q%_ ^U V^TU aeU cU
S_ ^fU bQ U^e^dUW^_ TU QsdQSW^TU\Qf_je^dT Q^Uc TU SeQaeU bQsd_ TU f_je^dT `eUTU d^Ub VeVQ%U Gb 8XeRR \QJ QS_ ^USeU^SQ
A _df_ c_i UhsYQSY ^Uc Q\Q QSSW^TU\Qf_je^dT %U ceU_ `QcYQ_ \Q bQ w^TU Ue QSSW^; oEet Ue e^QVQcU ^_dRU4TU\ aeU ce`_ ^W aeU ^_
XQJ ^QTQJ sc Y^U W^U% U f Qsd_ TU c^W W^SQT_ T^cd^d_ i S_XUW^U W^d T_c\c U cSbd_c TU 9e^c: cS_d_% H_] sc TU 6aeY_` 8eQ^T_ cU
W^U bUcU^d\Qf_je^dT TU] _df_ S_] _ `QcYQ%aeU TURU c^W W^SQbS` QcY_ U^UcU Qce^d_% `QcYQS_ ^bUc` U Sd_ Q Ue QSSW^%aeU XQRiQTU4TU\
S_ ^dQbY_ ^` Ue ^QTQ` QcU U T^Uw_ TU ce QbW_ U^d_ 3t\TURU c^W W^SQbS`%YUc aeU cU` eUTU \QJ Qb^c^W W^SQT_%E eU U] _df_ TU\Qf_ \SW^cU
QsdQ` bJ Ue c_RW_ XQSQU\Qf_ \SW^%Q U USSW^TU SUTubQU\Q%_ b\ aeU Ue e^QSQecQTU QSSW^_ TU dUj YQSW^Q RecSQbQce Y^UeU^SQ TU
Q\4i Qcu` QcU aeU cU Qe^Q` \Q^d Q^dub bTU ce`_ b` \Q UhsYQSW^i \Q U h^d^SQ E eU Ue U] Yc] _ QceB^_%_] _ cYe^_ TURU TSb%aeU U QJ Q
TU X_] RbU^Q^dub bQce U h^d^SQ%` dw`_ b\ aeU SQecQaeU \U W^d Q U h^d^SQ% QsdQbU^S_ ^cUSeU^SQ ce SQecQ^Q RecSQb\QY^UeU^SQ TU Q\%
`QcU dQbU_ Q\Q U h^d^SQ4i ` _b\ aeU ce SQecQ Ue Qe^dUW^_ `QcYQTU ce U h^d^SQ _` dw`_ b\ aeU SQecQaeU \U W^d Q U h^d^SQ% QsdQbU^S_ ^cUSeU^SQ ce SQecQ^Q RecSQb\QY^UeU^SQ TU Q\% QcU dQbU_ Q\Q U h^d^SQ4i ` _b\
aeU ce SQecQ Ue Qe^dUW^_ `QcYQTU ce U h^d^SQ

: \Gb 8XeRR ce`_ ^U] ei S\QbQJ U^WU U] _df_ _ U] _SW^Q cU bU ceU_ TU cU bTU\Qf_ \SW^ GU XQRiQTU
U\QS_] _ \QRQcU_ bQ w^TU UZUbSY_ TU e^Qsd_ TU\Qf_je^dT %`#` , 2*% , 2+ \$i T^SU U h^bUcQJ U^dU^aeU \Q
f_je^dT ^` eUTU d^Ub VeVQbcY^e^`_ S_ TU dU bQ_ U] _df_ Q^dub b` QcYTeSbQaeU %`#` , / , '\$i XQRiQTU
Qsd_ S_] _ TU] _df_ i TU\QY^UeU^SQ TU] _df_ i #` , . + \$ i TU\QY^UeU^SQ aeU U] w^Y dU^U^U
X_] RbU^% QcU\Q`_ b_TeSSW^TU e^QSSW^; # , * 0 \$ 8 YU bQJ U^dU^%_ XQ ^USUcYQT TU] eY^ \SQb` QQRbQc
c_RW Ucd_4cU Zj WQ V^SYJ U^dU^% QcU Q U] _df_ `eUTU cU bU ceU_ TU\Qf_je^dT aeU dU^U VeVQ%_ b\ aeU
VQ`_ b` \Q`_ b_TeSSW^TU\Q] Yc] Q Ue TU\QY^UeU^SQ TU] _df_ % cY^U] RQbW %U] _df_ %Q^Uc TU aeU cU Q U
ceU_ TU\Qf_je^dT %Uc`_ QcY_ _ cUS_ ^TeZ_ c_RW \Qf_je^dT DUb_ Ucd_] Uf QQTUSb%aeU e^X_] RbU^%

GYSeQaeYUbfTURUbuQce`_~Ub^aeUUA GB 8XeRR%SeQ^T_XQRlQTU\Q] _df_QS^W^S_] _e^Q`~Q^Qd`QcYf_TU\Q QSSW^% ^
cWY^WSQ`QcYfQS_ ^buc`USd_Q\Qf_je^dT%aeUUC \QRQcUTU^eY^ QWk^_d_f_je^dT Q^dUSUTU^dP%#e^aeUce`b`wcYd i UA
QbVej U^d_% UA TcSetc_ U^dub%TU ^YV^ ^] _T_`Ubj YdBTU dQ ce`_cS^W^%eYU] RQbW_%`Q eTQbQ^Q\Q] QdubQU^ \] sc
] uYj _`D_baeU^#`\$GYce`_~U] _ce^Qsd_%_bUA SeQ\UA Q] QUA WUQSUTUbQ\QYfYQSW^TUE^] _df_ Q_d_f_ \S^W^4: cd_c
T_c ce`eUcdcf_ \SY^Uc c_ ^U^UWsd UA] Yc] _`I ^Qf_je^dT TU SUTUbQ\QVebj QTUE^] _df_ YfYQ^T_ QUUWbQW_%
cYj _\U] U^d dQQTU\Q] Yc] QS_cQaeU\QUUSSW^TU\QS_cQaeUUA] _df_ YfYQ Q^S_] XUcUWQQT_ Q^dKc`6cuaeU Qaeu
`eUTUXQRUbleVQb`QbQ Q eTQbQ\Q] QdubQ%_be^QTYcd^SW^TUT_c_f_ \SY^Uc` #`\$GYUA] _df_ cUQ`QcYfQ%`S_ ^buc`USd_Q
VQ] Yc] Qf_je^dT`QbQaeUUhSdQUA] _df_%eY^ Qe^QfUbtQT Tcd^Qdi Q^dubYb4cYU] RQbW_%_bUA GB 8XeRR%aeU\Q
f_ \S^W^`bUfQ^`_eUTUdU^bVebQb^e^] _df_ _\QUhS^QSW^S_] _] _df_ TUce Uhcd^rSQ Q^dubYb DQbQt\YcYdP%aeU
Uc QRcebt_ ce`_~Ub^YV^e^Qf_je^dT TURUdU^bVebQb^e^] _df_ `bUfY`_QbQYTeSb_ %6cuaeU`_bW^cU dQQTU_
] Yc] _QRcebt_%_baeUcYSQTQf_je^dT TURUdU^be^] _df_ Q^dubYb^U^d`^SUC\Q] Yc] Q`_b`bY UQbfUj U^dTQ\QcUbu
TURUcUUhSdQT`_`_be^] _df_ Q^dubYb4i cYU] RQbW^%UA] _df_ TUaeU\Q`bY UQbf_je^dT Uc`QcYfQ4`Ub_ ^`_eUTUcU
`QcYfQS_ ^buc`USd_Q_dQf_je^dT Q^dUSUTU^dP%QaeU%_bQce`_cS^W^%Uc\Q`bY UebQ`_b_ dQ^d_%eYUc`QcYfQS_ ^
buc`USd_QSeQaeYUbf_je^dT%du^UaeUcU^] Yc] _S_ ^buc`USd_QUcQ] Yc] Qf_je^dT TU\QaeUUC UA ceU_ %

➤6e^aeUUA GB 8XeRR QWj Q^S_] _UA Q^dubYb^aeUSQTQf_ \S^W^du^UQWk^] _df_% aeU U^Q^QdKQUj QTU\QS_cQ^eY^
f_ \S^W^`eUTUdU^bVebQb^e^] _df_`_QbQYTeSb_4 cYU] RQbW_%QWj QaeU\Qf_je^dT ^`cU] `bUcW^eU\Q] _df_] sc
VebUdU_ %U^`dQc`QQRbQc%`_cU bWU`_b^YV^e^QVebj Qce`UbYbTUA] _df_ aeUcUcW^eU% sc QIs TUA_df_c U^cU^dT_
S_`dQbY%Q^dubYbuc Q\Q`b`YQf_je^dT`Gec`_b`YQc`QQRbQc`#dSW+.1`\$c_ ^\`c cW^eYU^dK3

6`UcQbTU\ aeUcU bU^Ubu Q\Qc SQecQc Vc^SQC%_ aeUUC] sc VebUdUcYU] `bU`bUfQUU^eYU] RQbW^%Uc_dQS_cQS_ ^buc`USd_Q
VQc SQecQc] _bQUc`9U^tcd_c^QfUSUC UA] sc VebUdU^QfUSUC UA] sc TtR^% bU^] YQ MU^V^TQj U^d TUUcdQTYUd^rSQUc
UfYU^dP^QcQRU^aeU\ aeU\Q] Q] _c SQecQc] _bQUc`%Ucd^SdQ] U^d XQRlQT`_%Q SQecQc U^QRc_led_%Ub_bQj _~Uc Q`U^Qc
`QcYf_c TU_ UhS^QSY`~Uc Q\Q QSSW^% Q TUZbTU QSeQbQaeUUhS^QSY`~Uc dU^U] _c`_Tub% Ucd^U^YRUbQT% QdSe] `VbS_ ^
bUSXQ Q^S] _XU] _cdQT_ Q^dubYb U^d jM^Qud_T_ UA Q^dQT`%aeU U^e^QfQbXQTQT TU VQcUc YcYdU U^aeU\Qf_je^dT ^`
cYU] `bU Ucd TUdUj YQT`_`_bUA] _df_] sc VebUdU^Q] U^c aeU`_b] sc VebUdUaeU`bU`_cdub edV cWY^WSQ U^bUQYQT aeU
`bUfQUU U^UA UfU^d4aeU ^`Uc U^UA] _df_%eY^ U^Qf_je^dT4`Ub_ aeU\Qf_je^dT ^`cYU] `bU Ucd TUdUj YQT`_`_bUA] _df_
aeUUC] sc VebUdU%_b^YV^e^QVebj Q^dubYbQ\Q`b`YQf_je^dT MU^_d_ VebQbU^QRe^TQ^rSQ QWj Q^aeU\Qf_je^dT Ucd
TUdUj YQTQ`_b^YV^e^QVebj Q_ e^QfU^dQce`UbYb^aeU\c] _df_c du^U^TUSeQaeYUbs_`cd^eSW^` UcdQT_ TU\Qc S_cQc%
^YV^e^QSYSe^cdQ^rSQ% bUfY_ Q\QTUdUj YQSW^bUQTU\Qf_je^dT MTUXUSX_dT_ ce TcSetc_c_RbU\QYRUbQT Xe] Q^QYj `VbQ
aeU%_ ^d_T_ UA caeU] QcU RQcQU^UAQ

Dub_ UcdQc S_cQc ^`_eUTU^UcdQbZ^d_c`=Q e^QTYfUcYQT TU Vebj QU^A_df_c TU UAUSSW^% bUfY_ Q\QUUSSW^
] Yc] Q: `b`Y_ GB 8XeRR ce`_~U^aeU ^`YfYQ^Q^dubYb U^dP%TeSU^%UhS^Q^% Tc`_~Ub\Q] U^dU Q\Q QSSW^: cd
Yj `VbQ^aeU du^U^QW_ U^cu] Yc] _c aeUcU YfYQ^S^UdQ du^U^rSQ QYTeSbi Tc`_~UbQf_je^dT`bUfYQ\Q\Qf_ \S^W^U^
cu M^cYdu^U^U^cu] Yc] _c UcdQ QdKQUj Qi du^U^rSQ^eY TeTQ% du^U^U^S^Ucd c VbQT_c Yj YQT_c^aeUc_ ^SQ QSUC
TU\QTYfUcYQT4i QW^_c\`_du^U^U^] Q`_bVbQT_%U^_d_c] U^c4i \c aeU du^U^U^Q] Q`_b`Qdu TU

UcdQd~TU~SQ%~cYUkQTQS_~d_TQce ~QdbQlJ Qi \Qc SYSe~cdQ~SQc Q~dubY_buc%Qf_e^dT%~^~c] _df_c] sc VUuUc% _c
aeUdU~U^] U~c%~^~c] _df_c] sc TtRNUc'

6X_bQRU~%eYQf_e^dT QfUSUc ^~cWUUA] _df_ aeUuc] sc VUuU% dU~Ud~TU~SQ] sc Q~dubY_b_fU~dQ%~cYUkQT_
d_TQc \Qc S_cQc% QdY~TeSb_ UhsQ% Ub_cWUUA] sc TtR% _ aeU%Q i S_] _ Ucd: `bUfQ] U~dUQ\QfYcdTU\Q] U~dU~U
] U~c d~TU~SQ QY~TeSbU\QdU~UcdT_Se] U~d \Qf_e^dT QSkQ Q~dUdU] U~dUc~] _df_ U~ce d~dY~QT%~e~Y~V~e~Q~bQ w~
`bUfQ` QdTY` _~ubQ] U~dU` QdQaeU%~^dQbQ] U~dUQ\ aeUce`_~UUA] Y_] Qed_b: \Qsd_%~U~UaeU\Qf_e^dT TURU
`b_SUTubc~e^] _df_ Q~dubY_b` QdY~TeSbaeU%~Uc U\Qsd_TU` bUubUUA] _df_] sc TtR% D_b\ QRcebt_ UcTUS%Q] U~dUfU
bQ w~Q~dubY_bU~U] _df_%Q` bUubbaeUUA] _df_ Q~dUc aeUUA_d_4i Q_] Y_] dU] ` `QdQce` _~UbaeU^ XQ ~QTQ~U~U
] _df_%~U~ce ~QdbQlJ Q~UcdQT_% SeQaeYubSYSe~cdQ~SQTU\QaeUcUQ%Q i S_] _ Ucd: U~\QfYcd` bUfQ TU\Q] U~dU~aeU\UTQ
~Y~e~Q` bUubU~SQ` _bUaS_ ~dQbY_%U_d_] _df_ aeUcU~U~SeU~dQ~U~S_] `UdU~SQS_~^U\Q%~U~d_T_c Ucd_c Qc` Usd_c%~U~VQ\Q
] Q_i_bQ` Udu~U~U~dUc Q\Q] Y_] QaeUcU~Y~YQ_i U~] _fY_ Y~d_% dU~U] sc TUe~Qd~TU~SQ Q\Q U~USS~^` bUubU~SQ : cdu
Uc c~TeTQd~d S_] _TUS%~U~U~e~dU~U~^ Q~dubY_bi \QbQ w~U~U] _df_ TU\Qsd_TU` bUubU~SQ% c~U] RQbW_ ~Y~e~Q
bQ w~`bUfQ` QdU\ `D_b\Qce` _c~SW~%~U~SeQ~d Q\ aeUUcd: U~\c T_c A _df_c b~Quc% aeUdU~TUQ\Q` bUubU~SQ% bUfY
Q\Qsd_TU` bUubU~SQ%~ Uc U~\ aeUcU` bUubU% Ub_ U~ce d~dY~QT U~\Q_dQBi c~U] RQbW_%U Gb 8XeRRce` _~U~aeUUA Qsd_
TU` bUubU~SQ Uc TUcTUUA ceU_ Q~dubY_bi \QbQ w~U~U] _df_ aeUcU` bUubU DUb_c_ ^S_ ~Y~e~dU~Uc Ucd_c S_cQc5 oDeUTU
XQRUbcU_ Q~dubY_bU~e~QS_cQ` QdQe~UfU~d aeUcU\UfQ QSQSR_% c~U] RQbW_%Q e~Qd~TU~SQ Q~dubY_bU~U\Q Q~UcU
UfU~d 5 Gy~e~QS_cQcWUQ_d_Q%~e~Y~V~e~Qd~TU~SQ Q~dubY_bQce cWU~U~dU~U~d ~SUC i _TURUdQ` U~cQb] ei S\Qb_%aeUcWU
c~U ~Y~U~^~d_ TU bQ w~Q~dubY_b` _b_ aeUTURUcUWU~b

G%~U~UcdU SQc_%U Gb 8XeRRce` _~U~aeUUA UfU~d cWUQe~Q~dUSUTU~dU%~] _\QRQcUTUce U~Y~e~dU~SQ%aeU^~ cWU_ dU~U
~Y~e~Qd~TU~SQ Q\Q] Y_] Q%~Y_ e~Qd~TU~SQS_ ~dQbQ : \UfU~d Uc \Q` bUubU~SQ%aeU\Q] U~dUQTQ UcU] _df_%aeUuc
] sc TtR%Q i S_] _ Ucd: U~\QfYcdQ~dubY_bTU\Q] U~dUUA Q~dUSUTU~dU~Y] UTQd_ Uc \QfYcdTU\Q] U~dU~U~TU\c T_c
] _df_c b~Quc S_ ~Z~Sdi 4U~U~UaeU\QfYcd` bUfQ TU\Q] U~dU%T_ U_ bUubQRU~U~Uc% \Qd~TU~SQ Q~dubY_bQ\Q` bUubU~SQ%
cUce` _~UaeUuc U~UUA_d_ \QT_% U~U] _df_ S_ ~dQbY_4i d_TQ\QY~T~Y~QT TU` bUubU~SQ% \Qd~TU~SQ TU] Q~Ucd` bUfQ
Q\Q ~U~U~U~SQS_] `QdQf_Q% ~Y~U~Q Q_ bQSW~%~Ucd: U~UcU\QT_ aeUuc U_ bUubU_3i c~U] RQbW_%~U~UcdQS_ ~SU S~W~TU\Q
] U~dUcUce` _~UaeUuc U~UceU_ Q~dubY_b_ \QbQ w~TU UcdU Qsd_TU` bUubU~SQ%U] _SY_ Q~dU% \QTY` _c~SW~TU\Q] U~dUQ
U\Q EeUTUZ Q\Ucd_bQZj VQb% QcUQQRcebtQ_ ^` GY^~ _ cUQ%~U~d ~SUC ^~ Uc QRcebt_ TUS%~aeU\Qd~TU~SQ Q~dubY_bTU
e~Q~dUSUTU~dU~U~e~S_ ~cUSeU~dU~Uc U~UceU_ i ` _b_ S_ ~Y~U~U~dU~UaeU^~ cWUUAi \QVQdTUe~Qd~TU~SQ` bUfQ Qe~
UfU~d_%~e~Qd~TU~SQ U~cU~dT_ S_ ~dQbY_%Uc \QfUbtQTUcd bQ w~` _b\QdUcdQ_i UcU UfU~d cUcWU~U

I ^Qsd_TU U~USS~^` _bUubU~SQ Uc e~Qsd_S_] `QdQf_%~U~UaeU\Q] U~dU QsdQS_ ^bUubU~SQ QT_c_] sc S_cQc aeUcU
S_] `QdQ% cUTUcdSQ~U~\QS_] `UdU~SQ Q\QfYcdTU\Q] U~dU GYQ] U~dU~U~UcdU Qsd_S_] `QdQf_% bUubU_ aeU` QdUSU
Y~U~dY_bU~U\QS_] `QdQSW~%~U~d ~SUC \Q] U~dU U~U~U` bUcU~dT_Se] U~d QsdQQRc~edQ] U~dUc~] _df_% Y~TeSSW~% SeQaeYub
dU~dQSW~Q~U~e~Q : ~d_ ~SUC%~Ye^X_] RbUdU~U~XQ] RbU\Q _VUcdTUT_c d~ c TUQ\ U~d_c%Q\QfUj aeUcU~U~SeU~dQe~Q` Ucd_% Ub_
dU~Ue~Q` Ucd_] sc VUuUdU Qe^ aeUUA_d_4i aeU^ XQ QSYSe~cdQ~SQc _U] _SY_ ~Uc TU ~Y~U~^~d_ U~U~SQ_ TU Y~TeSb

aeUt\d_] U^%QcUQUae^_ _U_d_%eY_ aeUcU\Y] YQ U Q' Udd_3cyU^VQUUSSW^aeU UcdQRUSU U^duU\c% \U\WU\ aeU dU^U
] U^_c Q' Udd_ Q% cU ^YMQ^QaeU\ Q\ aeU dU^U U Q' Udd_] sc VUduP^U dQdQTUe^QUUSSW^XUSXQQRc_led] U^du cY^] _df_
Q^duy_b%] _SW^F Q w% VQdu^dSW^Qd^_S_] _cYUcd^fYUQ' UduSdQ] U^du cY^d_T_ U Q' Udd_ QSeQaeYubQ^ _baeUcef_je^dT
U^UcdUSQc_ Ue^e^Qsd_S_] `QdQf_%eYU^T_ e^QfY^W^S_] `QdQf QTU\QS_] YTO^aeUt\U\WU^U^U aeU fUbce` BUWU^SQ^
dU^U QRc_led] U^du ^YV^Q^RQcU Q^duy_b%eUcd U^S_ ^dQTUd_TQc U^VQ' VQ^dQ^duy_bi U_] _df_' M^YXQ QVW^ ^b^SY_Y U^
U_X_] Rdu^TU^ ^TUe^Qsd_ TU USSW^` eUTQceB^bTU UcdQ] Q^Ucd^fUcTU U_] Y_] _` b^SY_Y TU\Qf_ \SW^` eUTUceB^bU^ce
d_dY^QT i cY^] _df_ QSQTQ^QT_' GYQ] U^du U^ce f_je^dT` eUTU^b] sc Q\is TU_] _df_%^d^ ^SUC cU` eUTU^b cY^] _df_3` QdQ
SeQ^T_ Ucd] sc Q\is TU_] _df_%aeU Ucd VUcdQTU QSQ^SU TU_] _df_%eUcd TU\c \ij YUc TUce Y^U^SQ% QcU^eY A_d^` GYUc
QcU^Ucd_ TU] eUcdQ^Y^TU U^TU^SQ TU\Qf_je^dT TU] _df_4i ^ XQ^ bQ w^` QdQaeUcU\U` eUTUTQb_ aeU U Gb 8XeRR d^Q
] U^eT_ cU QVQ] Q^S^Sec_ aeU U^VQ ^Qd^QUj QTU\Qc_S_cQ VQf_je^dT ^` eUTU dU^U b^VQb cY^e^] _df_` QdQY^TeSb_i

GYU6\dcY] _TURUT_dQbQe^UaeY^Rb_S_ ^VQ QWU^SQ_ VQSQd^Y^QT TU\Q ^Qd^QUj Q^TU dQ] Q^Ucd^aeU SeQ^T_ \c` Ue_c cY^
Y^eQ cU` _U^U^VQ RQQ^ Q^Q^Q WU^SQ` _TbQ` UQ] YduXQSubaeU\Q UeSQQQTUcSU^TU b% aeU dU^U U_] U^b` Ue_%` _b\
` QdQ\Uf Q^duy_b] Q_b` Ue_4Ucd_ cUcdQTU] _cdQbSQbQ] U^du^aeU U_] _fY] Y^d_ TU\Q RQQ^ Q^` TU U^TU TU\c` Ue_c U^VQ
RQQ^ Q4Q] U^_c^Qd^_S_] _cYU UaeY^Rb_ TURU] _fUcdU Qcu] Y_] _%SeQ^T_ ^ XQ` Ue_%^U^ UeSQQ M\QSQd^Y^QT TU\Q
RQQ^ QaeU Ue ceVSYU^du` QdQ] _fUcdU Qcu] Y_] _U^S_ ^dQTU\Q] Q_bY] _` bQ^SQ^eY^TeTQTURU cU] sc aeU ceVSYU^du` QdQ
] _fUcd_ SeQ^T_ ^ XQ^ ^YVW^ ^Ue_ U^QRc_led'

: \Gb 8XeRR ce` _U^aeU\Qf_je^dT ^` eUTU QVQbQd_T_c cY^QVW^] _df_4i ce` _U^dQ] RY^ ^aeU cYXQ^ e^] _df_` QdQe^QS_cQ%
i ^YV^ ^U^S_ ^dQ^Qf_ \SW^Y^QYRU] U^du cU cY^U aeU U_] _df_' : cd_ Ue` b^SdSQ] U^du ce` _Ube^QTU U^TU^SQS_] `UcdQTU VQ
f_je^dT c_RbU\c_] _df_4cY^` VUcdQd_dQ] U^du TU U^TU^du TU U\c% aeU cU^UcdQ] U^du` _TbQ Q^eTQ^U Qcu] Y_] Qe^` _S_ cY^
U\c4_ Q^eTQ^U Qcu] Y_] Qe^` _S_ U^S_ ^dQTUe^] _df_%eY VQ Q^eTQTU\Q VUj Qi \Ue_ TUe^] _df_ S_ ^dQY` G^U] RQW_%
ce ce` _U^T_ aeU\Qf_je^dT^SeQ^T_ cU dU^U Q^du cufQY_c_] _df_c_` eUcd_c% eUTU edY Qd_c Qce Q^d_Z% UUMWce` b` VQ
Y^U^SQ TU U\c% U QRQ^T_ ^ TU\c_] sc VUcdUc% cWQ\c_] sc T^R^Uc%e` _U aeU cUQd_dQ] U^du Y^TU U^TU^du TU A_d^` c'

F UceVdQTU] sc^U^VQXY wUcY TU A b 8XeRR^aeU\Qf_je^dT TURU cUbcY ^YVW^ ^df_ TU ceU_` bUfY U^SeQaeYub] _df_%_b\
dQd_3cyUc%_] _t\ce` _U^aeU\Qf_je^dT ^` Ucd_ TUduj YQ^TQ` _b^YV^Q^VUj Qce` UQ^bQ^duy_bTU] _df_%_U_ TUduj YQi
UcS_WU ce` b`Y_] _df_%^d^ ^SUC^SeQ^T_ \c A_d^` c b^fQUc c_ ^U^QsdQ] U^du Y^eQUc% ^d_T_c \c Qc` U5d_c% eUTU cU^Ucd
SeQaeYubQTU \c T_c4i `eUTU^U^ dQ SQc_%QfUSUC cU^Ucd^e` %QfUSUC U_d_ M^cYUc QcU^UcdQTY^UcdY^QT aeU Q' QdUSU U^du \c Qsd_c
TU\Qf_je^dT^Uc SQdQ] U^du i cY^ceU_ Q^duy_bU^SeQaeYubQTU \c_] _df_c4` _bd_T_ \ aeU Ue` bUfY] U^du U^ \c_] _df_c%U
ce` _U^` bU5YQi ` UduSdQ] U^du Y^eQ^eY ^YVW^ ^df_ TU TY^UcdY^QT U^QRc_led' 6X_bQ` UduSdQ Y^TU^dfQT^U^ SeQ^d_ Qd_T_ \ aeU Ue
Q^duy_bU^U Q^dUSU U^du^eUTU ^` cU b^Q dU bQ i VQ bQ w^ TU\Q TY^UcdY^QT U^U^S_ ^cUSeU^du` UduSdQ Y^TU^dfQT U^U^ceU_%` ^eUTU
cUbe^Q bQ w^` _bQaeU ^` cU cY^W^W^ ^VQ] Y_] QS_ ^cUSeU^SQ M` _b\ dQd_ XQ^ aeU RecSQbU_ bWU^ TU UcdQTY^UcdY^QT TU
S_ ^cUSeU^SQ` QdQ^dQ` Qdu M^%_bx\df_ %eU` eUTU_RcUf Q^aeU` _b] eSX_ aeU U Gb 8XeRR Y^c^du U^aeU ^YV^ ^Qf_je^dT
`eUTU dU^U b^VQb cY^QVW^] _df_` QdQY^TeSb_ ^aeU TY^` _U^` bUfY] U^du VQ] U^du Q UQ4cY^U] RQW_%_] _t\ dQ] RY^ ^Yc^du U^
aeU\Q] U^du^eY BUWU^SQ Q^YV^Q^VUj Qce` UQ^bTU] _df_c%U USSY_ ^Qi UeS_WU` QdQ

ce] _df_ QcUWeY4t\] Yc] _U^UcdJT_Se] Urd_ ce` _`^USQdQ] Urd_ aeU%_ ^buc` USd_ Q\Q` bWUdU`SQ TU\Q] Urd_ TUe^] _df_ Qrdk
TUaeU_d_ &^_ Uc U] _df_ TUaeUTYc` _`^U\Qf_je`rDT% Ub_ &Qf_je`rDT U^cuTYc` _`^UTUcUWeYbU] _df_`

3': \Gb 8XeRR ce` _`^U ^USucQbQ] Urd_ aeUcUbS_] `^UdQ] Urd_ YS_ ^cYdUrd_ S_ ^\Q QWU`SQ4i aeUQ ce` _`^Ube^cUb` QdQcUbe^
QWUrd_ U^`QaeUc_ ^USucQbQ%Uc e`Q S_ ^rdTSSW`^Q`_%` , **' i Q\ _QbW_ TUcec TYcSelc_c c_ RdU U d] Q TU\Q\VRubQT%Uce` _`^U%
aeU\Q ^USucYTQT ^` _`eUTUS_ ^cYdbS_ ^\Q QWU`SQ_ Q\VRubQT4i aeU` QdQ ce` _`^Ub_ S_ ^rdQY_%Uc XQSubaeU\Q\VRubQT i Q
^USucYTQT%QSSW`i `QcY`Q] Yc] QS_cQ M` _b_ aeU` QdUSUce` _`^UbaeU ^` XQ_ QSSW`^U^cUrdT_ UcdSd_% Ub_ Qf_je`rDT4i aeU
U^SeQrd_ Q\c UUSd_c TU\Qf_`^SW`U^UaSelb_ _`^Q] Urd_ U^cu] Yc] Qc S_ ^cYUcdQc`%U^T_ ^USucQY_%aeUcUTbUaeUc_ ^
VRubc%_Q] Urd_ %QaeUc_ ^`c UUSd_c TUe^Qsd_ aeU ^` Uc ^USucQY` M^cY U] RQbV`%UWk^t\%Qf_`^SW`U^cuUc U UUSd_ TU\Q
f_je`rDT4cU`SeQaeYUbQsd_ TU\VRubf_je`rDT4i ` _b_ dQrd_ SQTQ Qsd_ TU] _cd_ VRubf_je`rDT% _b_ aeU QX_bQcU XQ_RcUbfQT_ TUTt\%
cUbs ^USucQY` EeU SQTQ Qsd_ TU\VRubf_je`rDT Uc U^cu] Yc] Q U UUSd_ TU\Qf_`^SW`%Uce` _`^UQRe`TQrd] Urd_ `bt\` : ^`

, - *`^SUGYe^X_] RdU Uc e`Q SdQdQ S_] _`^XUTU] _cdQT_ cub%Uc TUSb`%YcU dU`U U^t\e^` _TubTU\Q\VRubQT TU XQSubU
RYU^_ U] Q% SeQaeYUbQTU U\c Uc U ceZd_ TUce` _b_ `Q\VRubU USSW`% _b_ aeU` _`ThQ`%Y_ XeRkQaeUbt_%Q`^U UWT_ i
XUSX_ \ S_ ^rdQY_ &6aeUcUce` _`^UdT_ \ aeU Uc ReU` _`^Q_ U^U X_] RdU Uc U UUSd_ TUce U USSW`^4i ` _b_ aeU ce ReU` _`
] Q_ U^cuU USSW`Uc U UUSd_ TUce`^QSub_ ` _b_ USSW`% ^UcdQc` QQRbQc`%aeU` _`ThQcYXeRYUbQaeUbt_%Q`^` dQT_ ` _bU
S_ ^rdQY` ; 6cuaeU U^`sW, ./ %Qe^aeUcUQ] ei bQ_ `QRIU`^UaeUe`QX_] RdU cY] bJTURU UUMbU RYU^] Q` b`%cY U] RQbV_%
t\`eUTU`%YU`^QSU`^UQ_d_] _T_ \ aeU Uc \] Yc] _`aeU cYXeRYUbQTbX_%`^`eUTU`%YTUSYU UUMb_dQ S_cQ` M^eUW_ `b`c^UeU`
&Uc TUSb`%aeU` eUTU`%YaeYUbU`^UUMb_ aeU Uc ReU` _`QdCu] Yc] _`%` S' MTU ^eUf_ U^Q] Yc] Q` sW`Q`%Qf_je`rDT _`cU\Y_ YQ
` _bU Urd_ T] Yrd_ %Q SeQaeYUbQ` _`QdSeQbTU ReU`Q` QcUQ] Q` _b_] U^`b4` Ub_ dU`U\Q\VRubQT TU UUMbaet d` _TU RYU`
aeUcUaeYUbQ &GYXQ QWk^cY`^YbSQT_ U^`Qc xId] Qc` QQRbQc`^TU U cUbUcd`%aeU\Qf_je`rDT Uc \Q\VRubQT TU UUMbaet d` _TU
RYU`aeUcU U`^UW` QdQ UUMb4ce` _`^U^T_ aeU U Qsd_ TU USSW`U^cu] Yc] QTUdUj YQTQ` _be`Q USSW`QrdUSUTUrd_ @Q
VRubQT Gb 8XeRR XQRQTU`%_ cw_ Uc U ` _TubTUe^X_] RdU` QdQ] _fUcce Selb_ %B_ ^V`b_ UQe^Qsd_ QrdUSUTUrd_ TU USSW`%
`Ub_ `QdQecQb_ UZbSub\Qc QSeIdQTUc TUce Q] Q` D_b_ dQrd_%#` , 02`\$XQRQTU\Qc QSeIdQTUc TU\Q] Urd_`^SUB : \X_] RdU dU`U
` _Tub% Ucd_ U^`VRubQT TU TUcSeYQbUcdQc QSeIdQTUc` Qdedy` Qb_c S_ bUSd] Urd_` _`QdQRecQbTU U\c%_ aeU U `Q` SQ ; M
Uc_ t\ce` _`^Ue^Qsd_ TU USSW`i UZbSY_ TU`^QSub`RYU`TYcdndQTU` QrdUSUTUrd_ Q% _b_ dQrd_ Uc_c Qsd_c UUMWT_c`^USSW`%
] Q`T_% Q` _b_ TeSSW`TU\c Qsd_c UUMWT_c`^YSec_ \c] Yc] _c Qsd_c TU USSW`%Uc] ei ^`b_ Q U^`^` +1, ' p\`eUTU] Q`TQb
cec QSSY`^Uc4i U^Ua` bUcUrdJT_Se] Urd_ S_ ^cYdU U^ce VRubQT4aeU` eUTU TQb_ ^UMQcU Qcu] Yc] _`aeU Ua`^QSub%_ aeU U
`Q` SQ MD' , 00' GYQc QSSY`^Uc TU\c X_] RdUc &^_ c_ ^Ua` _b_ TeSd_ TUe`Q\VRubU USSW` _`U USSY`^Uc% Ub_ ^QSU`TUe`Q
^USucYTQT TU\Q`QdQY Q`&^` eUTUcUbU^bQ w`TU_RZd_ TU bUS_] `U^cQ_ SQcdW_ ` _bce SeUrd_ AYrdQc aeU`%Q QSSW`U^
U X_] RdU`QcUQ ReU` _`^Q_ %Uc Ua` _b_ TeSd_ TU\Qf_je`rDT_ TU\VRubU USSW`^4` _b_ aeUe^X_] RdU U^SeQaeYUbSQc`%U`U U^
ce` _`Tub% UcdQ`U^`VRubQT TU XQRubUUMWT_ Ua S_ ^rdQY_%Uc Ua_RZd_ `b_ Y` TU bUS_] `U^cQ_ SQcdW_%UWk^aeU t\U`^UW Q
S_] ` _bQcU`j6aeU`^UcdQc xId] Qc` QQRbQc`%QRIQTU\Q\VRubQT TU UUMbTU QSeUbt_ S_] _`U`^Q` SQ` D_b_ aeU Ua
S_] ` _bQ` Yrd_ aeU XQRQTU S_] _`ceZd_ Qce USSW`%Uc ce` _b_ `Q USSW`%QcuS_] _`ce S_ ^TeSdQ UhdU`Q S_] _`S_ ^cUSeU`SQ
TU U\` M` _b_ dQrd_%Uc Uf`TUrd_`aeUaeYUbUTUSb` _`cw_ \Qc QSSY`^Uc UhdU`Qc% Ub_ \c Qsd_c TU

UuSSW^Qcu] Y_] _c%8eQ^T_ XQRlQTUd TQc lQc QSSY ^Uc \VRluc%_] _ U^`b TeSd_ TU\Q\VRlU UuSSW^ M Ucd_ Uc] ei UfYTU^duU^ _ aeUTlSU U^ _d_ leWQd%# ' , 0+9% 0, '\$6X_bQRlU^%lucdQc S_cQc Y_ ` \SQ^e^QT_RlUWlQ^YS_ ^cYcd^SQ

*! Ge` _~Ub%_] _ U Gb 8XeRR XQSU SldQ] Urdp%aeU SQTQ Qsd_ TU\VRlU UuSSW^aeU Uc] Q^TQT_ ` _b% Uc U^`b TeSd_ TU\Q\VRlU UuSSW^% Uc TU ce` _~UbU^` b] UbQsd_ TU\VRlU UuSSW^aeU ` Udu^USU Q SQc_%lucQ` b] Ucd\VRlU Qsd_ TU UuSSW^aeU ^e^SQ U X_] RlU UZlSU^aeU Uc U^`b TeSd_ TU e^Qsd_ QndSU TU^du TU UuSSW^ Dub_ Uc ` Ub_ aeU ^ _~USucYdQ`] Q^_ TU_RlQ U^QRc_ led_ ` QdQ S_ ^fU^SubQ] Y_ \Ud_ lUc%aeU Uc e^QRcelT_ TUSl%U^` b] UbQsd_ Uc U^`b TeSd_ TU _d_ Qsd_ aeU YRQTU QndU TU t^

+ GY^eUbQ` _cYU i lUQ%_] _ YcYcdU U Gb 8XeRR%aeU SQTQ Qsd_ TU\VRlU UuSSW^leUbQ U^`b TeSd_ _ U UuSd_ TU e^Qsd_ VRlU TU UuSSW^4cY U] RQbW%8Sec_ Urd ^SUC^TU QSeUbT_ Qcec ` brSY Y_c%QndU Qsd_ TU UuSSW^cUbQ\VRlU%Ub_ SQTQe^_ Uc ^USucYdQ 4` _baeU^SQTQ Qsd_ TU UuSSW^cU^T_ U UuSd_ TU e^Qsd_ QndU b^SQTQ Qsd_ UcdQbQS ^USdQT_ ^USucYdQ Urd S_ ^aeU SQecQ QndU b D_bU] Y_] _ Gb 8XeRR TlSU% #dSW , 12\$ 8eQ^T_ cU UZlSU U^` _TubTU Qed_ & _fY_ Yrd_%Uc_ ^YUdu U^Q SQecQ ^USucYdQ TU cec UuSd_ c; &6cuaeU ce ^ S W^TU e^Qsd_ \VRlU^aeU Uc lUS_] _ U^cQRU_ SQcdWQT_%luc e^ _ ^dv^TUS ^ldQ TlSSY ^Uc : c e^Qsd_ \VRlU% cY U] RQbW_% bce ` b_ ^Q^ S W^TU \VRlU^T%luc ^USucYdQ 4i ` _b_ dQrd_ ` _b_ aeU Uc e^QS ^ldQ TlSSW^% QdQce` _^baeU cUQ\VRlU GUWk^t^%SQTQ Qsd_ \VRlU Uc U^`b TeSd_ TU e^Qsd_ \VRlU^` b _ aeUTURU XQRube^x] Ub_ Yrd^ TU Qsd_ c \VRlUc U^ceSUCW^%cY ^YV k^` brSY Y_%W^e^ QWrdU aeU dU^U e^` brSY Y_ M` _b_ dQrd_ QaeuXQ e^x] Ub_ Yrd^ TU Qsd_ c \VRlUc%SQTQe^_ TU U^_ c \VRlU 4i cY U] RQbW_%_ SeQaeYUbQ TU U^_ c WlQdY^_c% Ub_ SQTQ Qsd_ Urd TQ lQ SQTU QYrdQ TU e^UuSd_ ^USucYdQ` H_T_c _c Qsd_c c_ ^lUS_] _ U^cQRU_ SQcdWQT_% cY U] RQbW_%U QWrdU ^ _eUTU^% _bU^_%Ub_ RZd_ TU^ lU] Y_ SQcdW_%Q SQecQTU SeQaeYUbQ TU UcdQc QSSY ^Uc : c] YU] Rb_ Qsd^_ TU d_T_c U^_c% U^ ^YV e^ _ QcY Q4d TQfW Qsd^_ U^ ^YV e^_% Ub_ ` QcY Q Urd_T_% S i cY U] RQbW_%U QWrdU ^ _eUTU^%Ub_ RZd_ TU^ lU] Y_ SQcdW_%Q SQecQTU SeQaeYUbQ TU UcdQc QSSY ^Uc : c] YU] Rb_ Qsd^_ TU d_T_c U^_c% U^ ^YV e^ _ QcY Q4d TQfW Qsd^_ U^ ^YV e^_% Ub_ ` QcY Q Urd_T_% S i cY U] RQbW_%U QWrdU ^ _eUTU^%Ub_ RZd_ TU^ lU] Y_ SQcdW_%Q SQecQTU SeQaeYUbQ TU UcdQc QSSY ^Uc : c] YU] Rb_ Qsd^_ TU d_T_c U^_c% U^ ^YV e^ _ QcY Q4d TQfW Qsd^_ U^ ^YV e^_% Ub_ ` QcY Q Urd_T_% S

J : ` \ Gb 8XeRR ^YUWQ] sc U^t bWlSQ] Urdp%aeU _c] _d^_c c_ ^SQecQc TU _c Qsd_c TU\Q4_ aeU U^` brSY Y_] _d_bU^ U X_] RlU cU] eUfU^% cU XQSU ` QdQ clUbUZlSfTQ ` _b_c] _d^_c^ Gec ` QQRlQc%# ' , 11 i , 12\$ c_ ^3 GYU^` brSY Y_ cU] eUfU U^ U X_] RlU cU] eUfU _cU SQecwQcUbUZlSfT_c% _bQW_ Uhdub^_ Q X_] RlU^aeU d_T_c _c] _d^_c c_ ^YUrd ^SUC ^_ clUbQe^` brSY Y_ TU Qed_ & _fY_ Yrd_%Q fUbaeU cUbQ] _fY_ _ ` _beQ^` brSY Y_ Uhdub^_ Qcu] Y_] _ MTUSl% aeU e^` brSY Y_ TU Qed_ & wY cU] eUfU^% cU XQSU aeU cU UZlQ Q% _beQ SQecQ Uhdub^Q Qcu] Y_] _4Uc QRcelT_ i e^QS ^ldQ TlSSW^ % S&M U^Q ` sWlQcW^eUrdp%luc ` QdSeQd_ UrdU i U^WlQ^] UYlTQ YcYcdW^aeU _c] _d^_c c_ ^SQecQc U^ ^YV k^ SQc_%aeU k_ c_ ^] Ucd_ UrdU ` QcY_ U^Q^` b TeSSW^ TU\Q QSSW^% ^_ dU^U^Q SQecQ YlQT U^Q^` b TeSSW^ TU\Q] Y_] Q^&^YV e^Q SQecQ YlQT %aeU Uc lQ SQecQTU UZlSfY_ TU\Qf_je^dT

6X_bQTUcU_ cU ` eUTUS ^cYU bQl%Sw] _Ucd_ ` eUTUS ^cYcdS_ ^_ aeUTlSU U^ _d_ c leWQdUc' BwdlU QaeU%# ' : \ Gb 8XeRR QRe^TQrdU] Urd XQRlQTU A_d^_c S_] _ UhsYdSY ^Uc TU _c Qsd_c TU\Q4i TlSU aeU _c] _d^_c c_ ^ UhsYd^ Qf_je^dT%Y TlSU^Q U lQ% aeU c_ ^ ^USucYdQ` _c ` QdQ UcdU Yr4aeU^U^Q lQ w^i lQ ^QdQlU Q TU lQc S_cQc%Qf_je^dT ^ _ ` eUTU dU^Ub leWQdUcY] _d^_c c_ ` QdQ UhsYdQbU lQ Dub_ QX_bQ^eYA_d^_c UhsYd^Qf_je^dT%aeU cU] eUfU^4i %cY U] RQbW_%TlSU^luc QRcelT_ TUSl%Qf_je^dT Uc] _fY_ Q^` _b] _d^_c^ MTU ^eUf_%eYU \U^V eQZ Uc TU QW^eQ Y_ ` _bQd^SQ U^QRc_ led_%eYA_d^_c UhsYd^Qf_je^dT%W^e^ ^SUC c_ ^Q SQecQTU aeU cUQ UhsYdQT_4i ` QdQ XQSubaeU lQf_je^dT ` QdQ clUb UhsYdQT_%luc XQSubaeU cU QdQW^eU_ UhsYdQT_ ' GU^U Gb 8XeRR TlSU Qcu] Y_] _luc ^USucYdQ_ #sW , *0\$] _dY_ ` QdQ U UZlSfY_ TU\Q QSe^dT Qsd^ Q DQdQ UhsYdQ^luc ` _c d^ Q ` QdQ XQSub QW_4i %SUbQ] Urdp%_ aeU XQSU QW_%

Uc\QSQecQTU_XUSX_`_bU\Q DQdQStUQ%k SQecQbaeUcUStU4`QdQXQSub%k XQSubaeUcUStU4`QdQ] QdQ%k SQecQbQ
] QdQd`QdQ QSubUkQ%k SQecQbaeUcUStU4`QdQ`QdQ UHSYQ%k SQecQbQcUStU4`QdQ`QdQ UHSYQ%k cUbe~QSQecQ%U`U
cU^dT_] sc QTUSeQT_%`_cW_e~Q`SQeW`~UWQd`_%Ue`e~Q`QdQ TU\Q UHcd`SQ TU YVeU`SQ`_c^dT`Q @^_S~W`TU YVeU`SQ
UHSYQ`U%k UZkSY`T`_`QdQSQecQbU UWSd_ aeU`Q QdUSU`_cQU QTUQdU`U`UHcd`SQ

+:`\`b`Y`Gb 8XeRR`#`,`*0`\$XQR\QTUA`_df`c`S_]`_U`ceU`_i`V`bQ`w`TU\Q`QSSW`_`b\Q`YVeU`SQ`%`Q
`bUfQUSubYVeU`SQ`6X`bQ`%`_aeU`cU`eUTUTUSbS`^e~Q`SQecQ`%`Y`_QW`_aeU`Uc`U`V`e`TQ]`U`d`_i`bQ`w`TU`e~Q
S`cQ`_`bce`YVeU`SQ`e~Q`YVeU`SQ`aeU`Uc`V`USeU`dU`i`UWSQ`5

,':`cU`Qed`b`^`_cW\`XQR\QTUA`_df`c`S_]`_U`ceU`_i`V`bQ`w`TU\Q`QSSW`%`_b\Q`YVeU`SQ`aeU`bUfQUSU`_Ue`_U`bUcQ]`U`dU`TU
ce`YVeU`SQ`S_]`_`bU`_]`Y`Q`dU`QdQ`V`b`TeSSW`TU`e~Q`QSSW`%`#`,`*0`\$aeU`XQSU`aeU`V`YS`_`~c`dU`SQ`d`TQ`f`UQ]`sc`_`Q`QRIU`i
^`d`bQ`@`_`b`TeSSW`TU`e~U`WSd`_Uc`StU`bQ]`U`dU`V`SQecQTU`e~U`WSd`4i`V`YVeU`SQ`_`b`TeSd`Q`Uc`YVeU`SQ`SQecQ`%`Y`QW`_Uc`4i
V`QaeU`dU`U`Uc`dU`YVeU`SQ`_`bU`_]`Y`Q`dU]`U`dU`QdQ`TU`Uc`dU`V`bQ]`QS`_`f`U`bU`cU`U`U`SQ`_`TU`_`dQ`S`_cQ`%`k`e~Q`TU`V`Q`SQecQ`TU
Uc`QS`_cQ`%`Y`Q`QV`e`Q`S`_cQ`S_]`_`e~Q`SQecQ`:`c`dU`YVeU`SQ`%`Gb 8XeRR`T`SU`%`_c`]`_df`_c`dU`U`aeU`_`b`TeSbe`Q`QSSW`4i`%`Y`
U]`RQdW`%`T`SU`%`k`Q`ceU`_i`e~Q`S`_`~dQ`T`SSW`%`_b`^`_`TUS`baeU`c`^`SQecQ`:

-':`^`V`Q]`Y`:]`Q`S`W`Q`e~Q`f`U`_i`_`dQ`f`U`_XQR\QTU`_]`_df`_c`S_]`_`V`U`Y]`Y`Q`S`W`TU`QW`dU`Q`V`Q`QSSW`%`_bce`YVeU`SQ`Gec
`Q`Q`R`Q`c`_`^`t`c`d`c`3`8`]`_]`_df`_`%`aeU`dU`U`V`e`W`bU`U`U`U`dU`T`Y]`Y`d`_%`Uc`U`_`b`TeSd`_`TU`V`Q`Y`dU`Y`W`SQ`%`k`_`USUc`Q`Y`_`Q`V`Q`QSSW`%`k`
TUS`%`QdQ`U`U`ZkSY`_`TU`V`Q`Q`S`e`d`Q`T`Q`S`d`Q`T`U`R`Y`_`QaeU`_`c`_`b`V`c`_`bUc`_`^`_`cU`U`ZkSub`Q`c`Y`QV`e`Q`bQ`w`6BH`F`%`F`9`%`DCB`F`V`Q
]`U`dU`Q`V`Q`QSSW`4`_`b`_`aeU`Q`_`Q`d`b`TU`Q`XaeU`Q`_`Q`dU`SQ`S`Q`bQ]`U`dU`aeU`SeQ`T`_`e`^`X`]`R`bU`cU`T`SU`aeU`Uc`d`T`Y`e`Uc`d`_`Qe`~Q`QSSW`
]`sc`aeU`_`dQ`%`k`d`_`c`W`Y`WSQ`_`b`_`V`Q]`U`dU`V`Q`YVeU`SQ`_`bU`_]`Y`Q`dU`TU`aeU`e`^`_`TU`_`c`]`_df`_c`dU`U`Qe`^`X`]`R`bU`_`QdQ`V`_`b`TeSSW`
TU`e~Q`QSSW`%`_`QdQ`U`R`U`U`c`d`bU`U`bU`_`c`_`%`Q`dU`c`TU`d`T`_`c`_`c`TU]`sc`]`_df`_c`%`QdQ`V`_`b`TeSSW`TU`_`S`_`~dQ`Y`_`DQ`Q`aeU`U`
]`_df`_`Uc`U`ceU`_i`V`bQ`w`TU`SeQaeY`bQSSW`%`_b`_`aeU`U`]`_df`_`aeU`_`bUfQUSU`%`T`Y`_`~U`U`QW`dU`S`_`^`U`U`Uc`U`]`_`U`_`TU`Uc`Q
QSSW`%`6X`bQ`%`Y`]`_df`_c`T`Y`_`_`U`b`V`Q]`U`dU`Q`V`Q`QSSW`%`Q`S`_`~d`e`QSSW`%`aeU`SQecQ`^`V`Q]`U`dU`_`QdQ`cU`b`T`Y`e`Uc`d`4i`_`QdQ`XQSubaeU`V`Q
]`U`dU`_`QdQ`Uc`d`b`T`Y`e`Uc`d`_`Uc`SQecQbaeU`cU`Q`T`Y`e`Uc`d`4i`_`QdQ`XQSubaeU`cU`Uc`d`T`Y`e`Uc`d`_`Q`XQSubaeU`Uc`U`aeU`U`bU`i`_`Uc`_`Uc`_`
]`Y`]`_`aeU`cU`b`V`Q`SQecQTU`e~Q`Sd`_`TU`V`Q`f`_`je`^`dT`_`M`c`Y`U`]`RQdW`%`k`dU`]`Y`]`_`cU`V`_`b`8`Q`S`X`_`_`c`dU`U`aeU`cU`Q`Q`ceU`_`%`e`_`_`U`b
]`_df`_`_`QdQ`cU`be~Q`SQecQTU`V`Q`QSSW`TU`V`Q`f`_`je`^`dT`_`M`c`Y`S`]`_`Q`dQ]`_`c`_`Uc`d`c`_`S`_`cQ`_`Z`^`Q`c`%`U`U`]`_`c`QaeU`TU`_`eUf`_`e`^`]`_`~dU`
U`dU`_`TU`YS`_`~c`dU`SQ`_`@`c`]`_df`_c`_`^`V`Q`_`V`Q`d`Q`dU`b`i`_`V`bQ`w`TU`_`c`_`Q`Sd`_`c`TU`V`Q`4`cU`%`k`ceU`_`_`USUc`Q`Y`_i`_`V`bQ`w`TU`ce
Uc`V`U`bQ`_`%`Y`V`Q`SeQ`_`^`_`cU`U`ZkSU`%`_`^`_`eUTU`U`U`V`Q`_`Q`e`bQ`U`_`Q`TU`V`Q`_`S`_`cQ`_`%`U`U`bU`eV`Q`%`4i`_`_`XQSU`U`H`SY`Q`bUc`d`_`c`_`Q`Sd`_`c`TU`V`Q`f`_`je`^`dT`%`
i`XQSubUc`d`_`_`be~Q`YVeU`SQ`T`]`Y`Q`dU`4`cU`%`e~Q`YVeU`SQ`aeU`_`bUfQUSU`_`QdQ`V`_`b`TeSSW`TU`Q`Sd`_`TU`V`Q`f`_`je`^`dT`%`_`QdQ`V`Q
:`V`]`Y`Q`S`W`TU`V`Q]`U`dU`Q`U`V`Q`4i`_`c`Y`U`]`RQdW`%`k`Q`ceU`_`%`e`_`_`U`b`]`_df`_`QSSW`_`QdQ`cU`be~Q`SQecQTU`e~Q`Sd`_`TU`V`Q`f`_`je`^`dT`%`_`aeU`e`^`
`b`R`SY`Y``TU`V`Q`f`_`je`^`dT`_`Uc`]`_`f`Y`Q`_`SQecQT`_`Q`cU`bU`ZkSY`Q`_`_`bU`V`Q`%`_`aeU`dU`U`SeQaeY`bSQecQ`Y`Q`T`U`U`V`Q`_`b`TeSSW`TU`]`Y`]`_`%`
SeQaeY`bV`Q`SQecQ`Y`Q`T`_`aeU`Uc`V`Q`SQecQ`TU`U`ZkSY`_`TU`V`Q`f`_`je`^`dT`

I`^`Q`T`U`R`Y`Q`S`_`_`~`Y`T`U`K`SSW`TU`Uc`d`c`_`S`_`cQ`_`aeU`U`Gb 8XeRR`X`Q`Q`Q`Q`]`Q`T`_`%`Q`_`U`H`dQ`V`Q`_`YS`_`_`~`c`dU`SQ`_`aeU`ce`_`^`_`S`W`TU`V`RU`b`Q`T`
aeU`S`_`_`~`c`dU`U`^`_`_`T`U`b`T`U`f`Q`S`_`_`V`R`bU`T`U`dU`_`Y`Q`S`W`TU`d`T`_`c`_`c`TU`V`Q`f`_`je`^`dT`

^USucYfQT%e^Y_ QaeUTNSdQT_ TUcU^dT_ S_] x^%aeU ^ _`eUTUXQRube^Qf_je^dT cY^t\A_d^f_&S_ ^TeZ_ U^%eUTUcUb
ceVbU^dU` QdQS_ ^fU^Sub^_c%Uc S_] `^UdQ] U^dU^Y_ `^_cYRU ^e^SQ` QdQXQSubaeU\Q ^_S^W^TU\YRUbQT S_ ^cYdU^dU S_ ^\Q
Y^Ue^SQTU\c_] _d^_c TU\Qf_ \S^W^ MS_] _ Uc TU] Q^UkQ UfYU^dU` _bcu] Y_] _%aeU ^ _`eUTUXQRube^Qd_ TUf_je^dT%
VQ` BUUbu^SQTU\Q] U^dU^e^QWk^_] _d^_ _Y^S^d^_ %QW_ aeU U^ _Y^W^TU\Q] U^dUaeUce_ RZd^f_ Uc% fQTUk`et c4` _b\
aeU Uc_] sc] Q^YUcdQ^%aeU ^_ XQ_ dQ\YRUbQT U^U^e^f Ubc_ S_] _ Qd] Y^Q^_c Y^cYdU^ U^4 Y^YV^e^QdQ S_cQ Uc` _^cYRU^
S_ ^SUR^RU

GUSSU^L>

@QUfYU^SQTUSYUd_ S_ ^_S^Y_ Y^d_ `^BUfY_ TU\Qc_ f_ \S^Y_ ^Uc TU QW^dUc_] _bQUc TU9Y_c'

EeU\c Qd^c TU\Qf_je^dT TU\c QW^dUc_] _bQUc ^ _c ^Qd_ ^dU^Y_ Y^d^c S_ ^d^W^dUc%U^dUcU^dT_ %aeU cUQcY^dT Q^USucYfQT%
`QdUSU` _bSYUd_ S_ ^_S^Y_ Y^d_ `^BUfY_ TU UcdU d^ _TU UfU^d^c TU9Y_c': ^U_] Q^UZ_ TU UcdU QW^e] U^d_% U^V^cdQdU U^` b^] UbleVQb
`b^RQbaeU9Y_c dU^Ue^SYUd_ S_ ^_S^Y_ Y^d_ `^BUfY_ TU\c Qd^c f_je^dT^c TU\c QW^dUc_] _bQUc4i U^cUW^e^T_ jeVQb% _cdQb\Q
S_ ^cUSeU^SQ% Sw] _cUcY^UeTU QaeU^aeU\c_] _\S^Y_ ^Uc TU QW^dUc_] _bQUc ^ _c ^S_ ^d^W^dUc%U^dU] _T_ aeU cUQcY^USucYfQT TU
S_ ^UhW^i S_ ^cUSeU^SQ

: ^`b^] UbleVQb%U TU`b^RQbaeU9Y_c dU^Ue^S_ ^_S^Y_ Y^d_ `^BUfY_ Q^c_je^d_ i QW^e^Qc TU\Qc QSS^Y_ ^Uc \YRUc TU\c QW^dUc_] _bQUc'

I ^ _`_ThQ` U^cQbaeU U^ce d^dYfQT ^_ XQSU^QdU^dQbU^e^QW^e] U^d_ TU UcdU d^ _S_ ^SeQaeYUkQaeU cU`b^UcQ^Sb^cdQ^_c3` Ub_ dQ] RY ^
^ Uc4SYUd_ S_ ^_S^Y_ Y^d_ `^BUfY_ TU9Y_c TU\c Qd^c \YRUc TU QW^dUc_] _bQUc%Uc ^UWQTQ` _bQW^e^c aeU` BUU^TU^S^UbaeU\Qc: cSb^ebQc
c_ ^\QdQQRbQTU9Y_c4i Uc` USQ] U^dU^_c x\^d^ _c dU] _^_c^ D_b_ dQ^d_ TURUbs S_ ^cYUkQb\Q UfYU^SQTUe^Q` bUcSY^SQdU^U^6\^d^] _%
dQ`^U^Q] U^dU S_] _\c \^d_ YUc TU UcdU U^cQ_ T^UWQT_c QT] Y^S4&e` _^cYWQ] u] Y_] _U^UcdUT_Se] U^d_ dU^VQaeUfUbS_ ^S_] _`_cUUb\Q
fUd^QT TU\Q7Y^Q

6bW>AY` b^] UbQW^e] U^d_ cU UZSe^dQs ^TUcTU\Q` BU^SSW^TU dQUc Qd_ ^dU^Y_ Y^d^c TU9Y_c' 6aeu] U^V^cdQdU U^` b^] UbleVQb%UcdQRUSub
UcdQc T_c S_cQc S_] _ QY_] Qc'

*^ GY9Y_c ^ _S_ ^_S^W^%_ cU` eUTU` BU^USbUcdU d^ _TU UfU^d^c4Uc TUSb%_ `eUTU` BU^USb` U^W^d^ bQ^i SYUdQ] U^dU U\c' GY9Y_c ^
dU^U] sc aeUe^Qce` _cS^W^Y^SYUdQ U^BU^QSW^S_ ^UfU^d^c TU UcdU d^ _%U^d_ ^SUC cU` eUTU TUSQdQb^_] sc aeUe^Qce` _cS^W^
Y^SYUdQ D_cY^f^Q] U^dU TU` BU^USb%Uc` _b^UcQbS_ ^_SubTU Q^dU] Q^_% TUSQdQbD^UcSY^SQ` _cY^f_ '

GY9Y_c ^_ TeTQ` BU^S_ ^_Sub\c V^eb^c_] _\S^Y_ ^Uc TU QW^dUc_] _bQUc%U^d_ ^SUC SYUdQ] U^dU ^_ \Qc` eUTUS_ ^_SubTU
Q^dU] Q^_ \c Qd_ ^dU^Y_ Y^d^c aeU TU` U^TU^TU Ucd^c_] _\S^Y_ ^Uc` @U^H^e^d^SQTU\QV^e^S^W^TU\Q U^H^e^d^SQTU\ _d^%U
S_ ^_S^Y_ Y^d_ TU\Q U^H^e^d^SQTU\QaeUTU` U^TU TU^S_ ^_S^Y_ Y^d_ TU\Q U^H^e^d^SQTU\Q _dQ4i U^aeU ^_ `eUTU UcdQb] sc
cUW^eb_ aeU U^ _d^ '

D_b\ dQd %ses^d_c^aet WQ^TUI aet dQ^UhdU^cQc_UfUb\Qc S_ ^cUSeU^SQc TU\Qc f_\YSY ^Uc TU QWU^duc] _bQuc `eUTU^cub^` Ucb
TUaeUTURUbQ UhdU^TucU Qe^Q QdUcQSW^TU UcdQT_ TU S_cQc QdQf t c TU e^f Utc_% TURUclubS_ ^dreQT_ U^e^QclubU TU
Q5_ ^dUSj YU^d c ceSUCf_c Qd TQ\Q UduY^QT% TURU^U^U^`b_WUc_ TU\Qc S_cQc bQ] QceSUCf Qj U^du U^e^`x] Ub_ Y^Y^d TUclubUc%
SQTQe^Q TU U\Qc f Q U^U^e^Q SQT U^Qc Y^V^TU _c Uf U^d c49Yc TURUclubd^Y^V_ bQ^du TU d TQc UcdQc S_ ^cUSeU^SQc%6_] _\ Uc TU
VQf_\YSW^TUT_ ^TUd] Q^ce `b] UcbQceRYTQBi d_T_ U UcdQT_ TU S_cQc aeUTU U^TU^TU U\ c%_ Y_ ` _bQ^du^UhdU^cQi Qj `VQaeU
cUQ^TURUclubUcS_ ^TYQTUTt^

: cdQc ` _c^SY ^Uc c_ ^dQuc S_] _%ce` _^W%^YV^e^ _^UMQbs ^QX_bQ` b_SUT_ Q_RcUbf Qb\Qc c^W^eY^duc S_cQc` S_ ^TeSdQ i
SeQY^TQTuc] _bQuc *`] QcSeY^_%cec f^b^TUc i cec f^SY_c^ce] QTQT i TU ReU^Qc `bsSdSQc%_ aeU bUg Qd^QRUi `e^Y^Uc%
Q] U^eT_ XQ^cY_ `bUTSX_ ` _b\QS_ ^TeSdQ] _bQ TU9Y_c^&QdQW^Q_ ^UMQcU Q_RUTUSub\Q_ bTU^TU9Y_c^W^TUZb^bQ
ce WU^du^AEU `bUTSX_ `9Yc \UTSUQA_Ytc3: h' Y^*2' : cd i cUW^b TUaeU U^bU TU: W^d_ ^ _c TUZQs Yb; 6aeu9Yc
`b_VUcQ^ _cW_ `QdQTY^YQb^eY_ S_ ^Sub\QTuc_RUTU^SQVedeb TU VQQW^: ^U SQ' f^Y_ -`9Yc T^SU%`Ub_ ; QdQW^ _
c Ys4i _ ` _^Tt] Y] Q^ _c_RdU: W^d_% S' MSQ' `Y^ ,)' A_Ytc T^SU Q VQdQW^3 : ^SeQ^d Q d% dec cYUf _c^et aeU Qcu
^ _\ dU] UbQ GUV_bj] UbQ] R^ ^SQ' hY 2'&@S_ ^TeSdQ] _bQ TU? _cuQc%_bce ^_] RbU^W^ce SU_ UZUSU^T_ Qcu
] Y_] _`QdQ_ _^UcU Q\Q Y^ _QdQW^` QdSe\Qb\ c Qsd c^eU `bUTSX_ ` _bU^SY] Q TU dUcSU^d c Qv_c Q^duc TUce
^QSY YU^d % Q`b_VUSQ cU\QTQ` _be^] YQVb_% bU^fQT_ i S_ ^Yb QT_ ` _b\Qc `QQRbQc TU e^cUW^eT_ ` _b_VUdQ%6_] _\
aeU cUW^bQ] U^du ^_ TUZbQ_#* F U Uc h^Y^TU* &/ % +\$: cd `b_VUSQ V^U dQ] R^ ^W^U^U^Sd^e^Q` bUTSX^TU VQ
S_ ^TeSdQ] _bQ TU\Qc `Uc_ ^Qc^W^VQ TUU^cQ TUce Sd` sdsQ i U Sel^ Y^ _sdbS_ XQcdUcU] _] U^d% VQT_ VQdQ TU _c
cQSUbT_dUc TU _c V^UcUc Qd c %aeUcU `bUTSU? _cuQc TURU _VUSubc_RdU QaeU QdQb TU 7Udu A^aeUQc `bUTZ_ VQ
S_ ^TeSdQ d ^Qd i `USQ] Y^ _c_ TU 6SQR^Q_ ^UMQcU Q UcSeSXQb\Q` QQRbQc TU GUV_b` _bt\% U^WU^T_ RYU^U^`bUcdQb
QdU^SW^Q _c VQc_c `b_VUdQ^W^VbQF Qj _dTU <QQT Q\Q b^YQ^# h^YTU F U i' +) &+ '\$cU `bUTZ_ VQS_ ^TeSdQ] _bQ TU
=Q QU^W^U^aeU VQ S^eU^TQT aeU TURUclubSe` QRU TU4U^U^aeU =Q QU^T^SU^oaet Uc de cYUf _%UcdU `Ubb_% QdQaeU
XQWQ Ucd i : ` _b_VUdQ XQRQ TU Uf U^d S_] _\ cQRUclub% ^ _\ aeU S_ ^Zdbb^W^F U Uc f^Y^*+` M_ ct U] Q aeU XQsc Q
c XZc TU ^bQ U3dU f Usc TQcX cec XZc% bQVQbQcec] eZUc U^SYndQ; @Q S ^TeSdQ] _bQ TU 8i b^c Ucd `bUTSX_%
] eSX_ Q^duc TUaeU d^f UcbQe^cub^W^ce] Y^UbS_ b^TQ Q` eU^ TU9Y_c% _\ aeU cU bUWU^Q f U b^TQTub_ 9Yc^W^VQ
dQcV_b] QSW^TU VQ S^eY^Y^QT TU _c ?eTY_c% VQ`b] _SW^TU VQS_ ^cdeSSW^TU dU] ` _\ %#e` L @^` +1' i @] '* , '
S_] ` QdQ+8b ^ LLL] >+ +%#; ' i : cTbQc Y* &+ '\$o8es^d c SQc_c TU VQS_ ^TeSdQ] _bQ TU _c bU Uc TU B_bU i TU Geb%
_c SQc_c ` QdSeQduc TU VQS_ ^TeSdQ Y^SeQ TU _c bU Uc TU G^bQ i : W^d_%U^`bUTZ_ U^U^SQ^ Ue\ ** TU9Q^U^ Ge
S_b^e^ SW^Q^f Y^U^SQ^U^b_R_ %Q dQSW^i VQ] U^dQ Mc_RdU d_T_ %ses^d cU `bUTZ_ VQ] QTQT X_b^RU TU 6^du S_
: `UQ^Uc%VQ] QT_ Q\U e^Q` Utc_ ^Qf Y^U^V^UcTU: `YX_ ^U% YecdU : ^UcU SQ^ Ue_% dQ] R^ ^U^U^SQ^'

f^Y^f Ub 2%- %+, %QcdQ U^V^Q^eU `bUTZ_ ce QTe\QSW^W^U^V^Q^_ i VQ] U^dQ^W^du^ub ce S_bQ w^U^S_ ^Ze^d ` QdXQSub
] Q^i Q^cdU S_ ^dQ U^` Qsd cQ^d %ce TUCdeSSW^i `Y_ dUQ^T_ Q` eU^ cQ^d %TUe^Q] Q^ubQ] QdQ^V_ cQ^e^U^ub\Q
Y^Y^QSW^S_ ^dQ U^` Qsd cQ^d %TUZQ^T_ ce S_bQ w^S_ ^dQ t\% S_ ^c` YQbS_ ^dQ U^Q^e S_ ^dQ] YQbU cQ^deQ^_ i VQ
V_bQ] Q^% YQ^T_ U^ _c d b] Y^ _c TU `Y^aeYQ^T_ U^S_ ^dre_cQSW^S_% VQS_ \ SQSW^TU VQ QR_] YQSW^Uc `Q^d cQ^ce
WQ^_ b^e_] QW^V^SQ^T_ Qcu] Y_] S_ ^dQ 9Y_c% `b_VUbb^R^QcV] YQc S_ ^dQ U^] QdQ^V_ cQc%Qcd aeU 9Yc U^VQ
Y^Y^QSW^S_ \XQRQ TU TUCde^b 8_ ^dT_ %QS_ ^TeSdQ] _bQ TU _c ?eTY_c%W^ _SQc^W^TUce `UcUSeSW^eU `bUTSU GU
`bUTSU^aeU cUS_b] `Q Q] eSX_c ` _bXQQW_c%#SQ` L> , +` &

U^dUuMQT_Q_c WU^dUc4i aeUTURuQcUbRebQT_i VQWUAQT_i SbeSYMSQT_%A QdU hfY
+*! i hh' *0 &*2' @SQc Yh' ++ ?eQ^J >+1'si aeU\Qc`Uoc`^Qc TURU^`bJ Se`QcUi S_`^cU^dUQ^ce] eUdUJ%
#@SQc hh*, &*1\$U^Uc`USQ\c XQRVQ^dUc TU?UecQk^~4#@SQc hYhY,,
&,. '\$: \`bUTZ aeUd_T_c\c TYcSu e\c TURUuQ^`W^TUbUQSQecQTUt\%QaeU\Q^`SXU U^aeU`eU U^dUuMQT_% \`
TURUQRQ^T`^Qd4#A QdIL LJ >,*! ?_X^LJ >,+''\$: \`bUTZ%aeUTURUcUbUSXQ QT_ TU UcQWU^UcQSW^%S^Sec_ U
SeUb_ TU\Qc`Uoc`^Qc% aeUTURU^S_`dreCb_Rcd^QTQ Q\QbeYQ4#A QdihY-. ' hhY,, &' - +! i hYhY* &' ' 0' @SQc hYhY
/ %d%d+ ' hfYh+ ' hYh*- %d0%
- *% - ' hh' *, &*1' i LL >+ , - & 2'\$

8_] _cU`bUTZ U^U6^dUe_ HucdQ] U^d i U BeUf_ aeU_c ?eTYc TURU^bUSXQ QbQ\A UcdQ%_b\ aeUcU`bUTZ aeU_c
WU^dUc \U TURU^bUSRY% QcucUbQT] Yd_T_c Q_c \bfYUWY_c TU^`eUR_ TU9Y_c4U^eWQdUc TU] QcQT_c`QdQcUb] U^SY`QT_c U^
`QdSe\QbQX`bQ GU`bUTZ U^U6^dUe_ HucdQ] U^d%aeU_c ?eTYc TURU^U^fYhYQbQ_c WU^dUc U^UcdQSeU^d4#U Ued LLL >
+*! S_] `QdSYW^S_`F_] ' L'
*2'\$8bCd] Yc] _`bUTZ Q] U^eT_%aeU_c WU^dUc QbQ Qb\QfUbtQTUbQbUWYhY% cU S_`fYUdU^U^cec cUW^YT_bUc i \Qc
`Uoc`^Qc4#A QdihYhY*) %*%+ hYhY- * &' - , ' i hYhY1 &*)' @SQc hYhY+1' hfY */ &' + ' i hYhY/' ?_X^h*/ '\$HQ] RY^`bUTZ \Q
ZTY_c U^fYhYQTU\Qc`QSY`^Uc U^UcdQ`SQcW^4#'' A Qdihh*+&*/' @SQc LJ +/ %QcdU\W^Q\$`bUTZ%aeUTURU^S_`dreCb
U^UcdQ`_`cSYW^i \Q U^fYhYQ% TURU^] Q^WUcdQbU^VQc`UocUSESY`^Uc SbeU\Uc TUcec cUW^YT_bUc%Qce TUcdSeSSW^S_] `UcdQ4
#A QdihhY,, &- +/ ' LL >+ LL >+ , - & 2 @SQc hY- 2 & *'\$@`Rcd^QSW^TU_c ?eTYc dQ] RY^`cU`bUTZ%`=USX_c hYhY
*1'\$8bCd] U^eT_ `bUTZUb`^Qc WbQ^Tuc`UocUSESY`^Uc Qce cUW^YT_bUc TURU^Se] `WbS_`^Qd` TU?eTYc i WU^dUc4#A Qd
h*/ &*1%+*%+%- &,/ ' i hYhY 2' A QaeU hYhY2' @SQc h''

, ' hYhY**% 2 & , ' i LL >+ %/ %Q' ?eQ^LJ ' *1 &+*! i LJ >9U* &- %d) &+-%d, '\$GU`bUTZ U] QdUy_ TU`Uoc`^Qc
`QdSe\QbUc4#'' A Qdihh + , , /' ?eQ^L >+ LL >+ 1%2%++\$: \`bUTZ U\WbQ^t hYd_ TU UfQ^WUy_ U^VQSeTQT TU GQ] QdQ%
] sc SUBSQaeUcU QSUBSQ4aeU TUc`et c cU Se] `Wb_`bQ`bUTNSQSW^TU; UYU^/##_X^> , , &, 1'\$: \`bUTZ U
UfQ^dQ] YU^d_ TU] eSX_c U^WQVQT_bUc TUc`et c TU ce`QdITQ^#A QdU LL >+ - % %*''\$i \Q Q`cdQcU TU] eSX_c TU ce
`b_UcQTQcUW^YT_bUc4#A Qd L hY' *) %*+ \$

@Qc`UocUSESY`^Uc%aeU U\Q` wcd\ DQR_ W^U bUe`^UcU S_`^U^U] e^T_%UeU^`bUTNSX_c4#USX_c Yh'
/' hh' +, % LL >+'\$: \Q wcd\ T^SU Q_c UuYc 8bCdQ`^#USX_c hh +2%) '\$ M_ ct aeUTuc`et c TU] Y`QdITQcU_R_c
bQ`QSUc U^dQs^U^] UTY_ TUf_c`d_c aeU^` UoT`^Qs^Q bURQV_ '4MTUf_c`d_c] Yc] _c cU UfQ^dQs^X_] RbUc aeUXQRU^
S_cQc`UfUcQc`QdQdQdQdQc\c TYcSu e\c dQc U\c : \Q` wcd\ T^SU^eQRU Ucd_3`Uo t\^`_ cQRUQ^eY9Yc^`_ cQRUQ^Qc
QSSY`^Uc W^ebQc TU_c QWU^dUc] _bQUc'

- ' 6] U^_c aeU9Yc S_`^SU TU Q^dU] Q`_`c W^eb_c Qsd_c TU QWU^dUc] _bQUc%Q`TQc VQc`b_WSUQc aeUdU^] _c U^VQ: cSbXebQ
bUc`U5d_ Q\Q WbQ`Q`_cdQcQ^dSbCdQ^Q4Qc] U^d%WU^U^Q QQc SeQITQTUc% \c XUSX_c TU U\X_] RbU TU`USQT_i% cec
Ycde] U^d_c i QTXUWU^dUc4\Q UhdU^cW^i \QWQ S_`dreQSW^TU ce T_] YY`%e Y^W^U^SQ U^VQc] U^dUc TU_c`b^SY Uc i _d_c%Q_c
S_b] `U^% QUQZ_c Q\Q Y`QbQ`_d_c fSY_c VQdQ4cec WbQ^Tuc i SbeU\Uc`UocUSESY`^Uc4U S_] `bQ] YU^d_ TU_c cQ^d_c RQZ
UcdQc WbQ^Tuc dU^QSY`^Uc% S' ! 'T_ ' 9 W^Q] U^_c aeUcU`bUf^`^Qc] _VSY`^Uc TU QWU^dUc] _bQUc%Q`TQc UcdQc`b_WSUQc cU
`b`e^SQc^c^S_`^SubVQc S_cQc`bUTNSQc'

@Qc`bUTNSY`^Uc WUQSY`^QTQc S_`^UcdQ WbQ`Q`_cdQcQ^`^d_T_c TU`Q^ebQU] Q] _bQU^U^WUQSW^S_`^Qc f^W^bTuc TU_c X_] RbUc i TU_c
fSY_c% cec UZUSY_c`W^ebQc i S_`^USeU^SQc% \c UfU^d_c aeUTU^U^TU^TU U\c4i c_`^

] ei `QdSe\Qd4i \Q] Q_bQTUUA_c bU YUWUSeU^dU] U^dU% ^] eSXQc SQcQdUdcdSQc` bUStQc%TucStY SY`Uc i \Y] YdSY`Uc TU
VQc SeQYQTUc% ^TeScQc%YVeU^SQ%WUSd_c%UhdU^cW^TebQSW% UbU_T_c%SYSe^cdQ^SQc xId] QSeUcdW% S` \ aeUcUbd
dUT_c_] U^SY`QbU^` QdSe\Qd Mce` _UbaeUdT_Ucd_cU` bUWbU^` _b9Y_c%eY^YVW^S_ ^SY] YU^d SUbd TU Vebd
S_] ` _bd] YU^d_] _bQ TU\c QWU^dUc \RbUc%UbdQUA] Q_bWbQT_ Qrcet`

. '6] U^_c aeU9Y_c` bUS_ ^Sub\c Vebd_c Qsd_c TU\Qc f_je^QTUc TU\c X_] RbUc% ce S_] ` _bd] YU^d TU QWU^dUc_] _bQUc%TQc
UcQc WbQTUc S_cQc aeUcU` bUWbU^` ^dQd_ U^U 6^dV^e_ HucdQ] U^d_ i U BeUf_%U^] QdubQTU^cdQcSW%UcdQRUSY] YU^d_% U
QSQ^SU e^YUcQ TU bU^_ TU A UcdQc %U` bUWbU^` i cU S_] ` _b_] UcdW% YU^dQc aeU9Y_c UcdQRQ U^VQW^ bQ^SQcYQW^QTU UcdQc
S_cQc XQRbQ\WbQT_ Q` QcQb_ ^_% \ XY_% Ub_ QY^YQbUA_c' bQcQ UcdU bU^_ ^_ Ucd TU UcdU] e^T_%aeU^_ S_c^cdU U^VQc S_cQc
UhdubQc% Ub_ Ucd TU^d_ TU\c X_] RbUc% S_ ^cdU U^U T_] Y^Y_ TU\Qf YbET U^cec S_bQ_ ^Uc%U^ZcdSQ% VQ` Q` % QUWbQU^U
: c` Ubd GQd_4i U^UcdQc S_cQc aeUcU] Q^YUcdQ U^VQ` bSdSQ% QdQQRQ] Qi W_bQTU9Y_c': \A UcdQc fY_ ` QdQcQf QbQ\c
X_] RbUc TUcec` USQT_c% \RbQb_c TUcec U^U] YW_c Uc` YbEQUc4` QdQaeU\UcYf QU^ZcdSQi cQdQT TUQ^d TUt\BXQTQT_ Qcu
] Y_] ` _b^_c_d_c%aeU` _b^_c_d_c` QdQbU^Y] Y^_c TU dTQY^aeYQT i `ebWbQb` QdQcue^` eUR_ ` _b`Y%SU_c_ TU ReU^Qc
_RbQc`iM` _b\ _dQd`%e thd_ S_ ^cdU U^VQ_RdU^SW^TU\c S_bQ_ ^Uc TU\c X_] RbUc Q\Qf YbET%U^ce` eUcdQ` Ucd_ ^Qc
Tc` eUcdQc TU9Y_c U^U TUQTUce` _Tub Ge S_ ^aeYd TUcec U^U] YW_c S_ ^cdU U^ce fYd bQc_RbU\Q S_bde` SW^i \c fYd_c TU
\c X_] RbUc` M dQ fYd bQ% e^T_] Y^Y_ TU UcdU d^_ Ucd Q] U^eT_` bUWbU^` ^U^ bUcQ] U^dUbaeUce bU^_ cUbs \U^Qb\Q dUbdQaeU
dT_c\c` eUR_c%QSY`Uc i U^VbEQc UcdUfYs^i _RUTUSbs^4i ` QdQaeUdTQc VQc ^QSY`Uc TURU^bXQcdQUA] _^d TU\QSQcQTU
GUW_b^aeU\Uc` _TbQU^cUWQbQcec SQ] Y_c% aeU` _TbQU^TQbU^cec SQ] Y_c4i aeUdT_c\c X_] RbUc cUcYU^dU^QdQT_c` _b
8bQd_% VQ dUbdQcUQ\U^QTU S_ ^SY] YU^d_ TU GUW_b^Qf UbdQTUbd fYbET i VQbUWbW^\$S_] _VQc QWbEQc SeRbU^_c] QdUc4aeU\Qc
VU Ucd TU9Y_c TURUcUbd` eUcd_ U^VQc U^dQVQc TU\c X_] RbUc% UcdSQdU^cec S_bQ_ ^Uc4i aeUUA` eUR_ TU9Y_c TURUcUbdT_ \
Zcd_% S` !T_`

I ^QWbQ` QdU TU\Qc` _b_VUSQc TU 6^dV^e_ HucdQ] U^d_ cU bUS_WU U^` bUWbSY`Uc dQUc S_] _dUcU^SMi_
aeU^RQQ_RcUf Qb^aeU\Qc` _b_VUSQc TU\Q` bUf QU^SQe^YUcQ TU bU^_ TU A UcdQc% VQf UbdQTUbdUWbW^
TU?UceSbQd_%U U^dUWQ^ U^TU\Q] Q^Ucd] sc` UcdU^bQ% S_ ^Vb] QTQ` _bU ZbQ] U^d_ TU9Y_c%ae Q @`
+^Q V^Q%A YbQT Q] U% cUT cQf_c%dT_c\c S_ ^VUc TU\Q dUbdQ` _baeUi_c_i 9Y_c% ^_ XQ` _d_ =U
ZbQT_ ` _b] YGUb^Q` QQRbQXQcQY_ TU] YR_SQU^ZcdSQ% ^_ cUbs bUf_SQTQBE eUQ] ucUT_R\Qbs dTQ
b_TYQ% dTQ U^VbEQ ZbQs' GY^TeTQ^eUTYs U^U GUW_bUcd VQZcdSQi VQVbUj Qbs t\c TU\c X_] RbUc
fU^b % S` Dub_%QaeU\UcdQTUS\QcSW^` UcdU^bQ i WbQ^ZbQ] U^d_ TU 6^dV^e_ %U U^dUWQ^ S_ ^dQd
c_U] ^YQT` _Tub_cQ^bUc` UcdT_ VQc aeU9Y_c ^_ \ cQRQ%

MdTQc VQc` bUWbSY`Uc TU 8bQd_ i cec Q` wcd\Uc%Q\c VUc cY] YQdUc%TURU^cUbc^U S_ ^SY] YU^d_3S_] _VQc TU ^eUcd
GQfQT_bS_] ` QdQbU bU^_ TU9Y_c Qe^WbQ` TU] _cdQ Qd_ ^e^SdSY] YU^d_] ei WbQ^TU^TUC TU e^` UaeUv_ S_] YU^j_4i
S_ ^VQ\Uf QTebQ^eU UcdS_ ^TWU^dUc_] UTYQc TU XQRbQ^XQcd aeU VbQ] U^dUUA dT_% S^SM\Qc` _b_VUSQc U^VQc U^Ucd VQc
bUQdQc Qc QVbUcdQebQSW^TU VQ^QSW^ZTUQ Q\Qf UbdQTUbd WUcYQTU9Y_c% \UfQ^T_ U^VQ` U^VbET TU\c WU^dUc4i VQc
` _b_VUSQc U^dTQ VQ bUfUQSW^S_ ^Sub^U^dU Q VU_b_c_ SQ] RY_ U^U UcdQT_] _bQ TU] e^T_ TU\QXe] Q^YQT^Qc^cdU^T_ QVQ
TUcdSSW^TU 6^dV^e_d_%c bU^_c TU] e^T_% _f YbET^T_cU U^Vc bU^_c TU ^eUcd_ GUW_bi

TUce 8b6cd4i cUS_~SUTwQ\Q'WUcQ`QdQcubf UcdTQTUaeU\Y_ V^_%RQ^S_ i \Y `Y_%aeU Uc \QZcdSQTU
 _c cQd_c% S'

8_b\QdY' *' 9UQXuaeU\QWQ^`b] UcqI ZbtQ] Urd TU9Y_c Q6RbQXQ] %aeQSi ?QS_R%Qd SUURbQT_ U^VQ: cSdbetQ/%Qd_ U^U
 6~dV^_ HuccQ] Urd i UBeUf_%Uc TUSb%aeU U^ce cY] YUrd dTQc VQc ^QSY_ ^Uc i VQ] YQc TU\Q dUdbQTURU^ cubRU^TYQ%TURU
 XQSuccU U^VQc YSUbTfe] Rbkc%eY9Y_c ^ TeTQ`bUS_ ^Sub_c f_\YSY_ ^Uc TUQWUrdUc] _bQuc' DQbQ Ua Se] `Y] YUrd TU Ucd`b] Ucq
 S_ ^cYdU U^aeU Ua thYd TU8b6cd_ U^VQ_RbQTU\QWU^S^W% aeU Ua UcdQRLUSY] YUrd TUce bU^_ Uc`YdbQc_c RbU\Qc ^QSY_ ^Uc TU
] e^T_%aeU cU XQXQRIQT_ '@cX_] Rbkc_c ^ RU^TUSY_c U^8b6cd_3 ^YV^ ^_d] _T_ aeU Q] UTYTQaeU cU\UfQb ^QbUS_ ^Sub_%
 VQS_ ^VQY] QU^t\%AQ] _bi cUfYbQt\%S_] _cU bU bUcUrdi cU`bUTZ_ U^@L>DcQ' **' H_T_c \c bU Uc cU`_cdQs ^TUQ^TU
 tV4dTQc VQc ^QSY_ ^Uc \UcUf Ys^i8_ ^fUb *0' @cX_] Rbkc cUs ^RU^TYQc U^tV4H_TQc VQc ^QSY_ ^Uc \U\Q] Qs ^VAY' i: cU
 ZbtQ] Urd Q?QS_Ri 6RbQXQ] cUSe] `U U^Ua c_] Uq] YUrd TU\Qc Y^aeYTQTUc TU_cX_] Rbkc4S_] _cUTUTEsUTU\QTUa`b VdbQ
 A^beUc%Q' fY*2%

+)'

8_b\QdY' +' 9UQXudQ] RY^`QUSU^aeU\Q`b] Ucd`b] UcdQTU UfQ^WU^ aeU ZQ] sc cUXQ QXUSX_ Q\QXe] Q^YTQT^TU\QWQ^`bUTSSW^
 TU\QcQfQSW^TUA UcdQ: i ce fY6d bQc_RbU GQd^sc%UXSQQ ^eUcd_c`b] Ub_c`QTbUc%WU^UcdQ' *.'\$cY_ XQ QSYUcd` bUcSU^SQTU
 VQc f_\YSY_ ^Uc TUQWUrdUc] _bQuc%_ TURU dU^ub ^YV^ ^V^TQ] Urd] UZbaeU e^Qs_ ^ZdbQ DQbQ VQfY6d bQ TU8b6cd_c_RbU GQd^sc
 S_ ^cYdU U^VQ TU_cX_] Rbkc TUcUbcQfQT_ TU^USQT_% U^VQfY6d bQ TU\Qf YdbT i VQcQ^dTQT] sc aeU Ua fSY_ i Ua] Q%Ua SeQ GQd^sc
 bcec dU^QSY ^Uc XQY^db TeSY_% U^ce bU^_ S_ ^cYdU

/ 'GYUc QcU^aeU9Y_c ^ dU^Ue^Q`bUcSU^SQTU\Qc VdbQc QSSY_ ^Uc TU_c QWUrdUc] _bQuc%aeU fQ QcUWb%aeU\Qc`b VUSQc TU\Q
 : cSdbetQ U^WU^UcdQ_ ^cY_S_ ^SY] YUrd `bUfY' DQbQ`b VUSQc RU^VQc%QcYd_T_c Ua_c%eY^_ e^Y UcdQ] UrdU^_ ^_ RY^VQc
 `bUTSSY_ ^Uc TU_c QSD^W Ua S_] `bQ] YUrd TU_c QWUrdUc] _bQuc%_ TUQS_ ^dUSY] YUrd c aeU TU U^TU^TU Ua_c%_ TUQWb^Q
] Q^UcdQ_S_ ^USdT_c S_ ^Ua_c4TYc_ U^cQSY_ ^Uc ZbTSQUC%ZbSY_c_c_RbU_cX_] Rbkc`_bce] QTQT%_ bUS_] `U^cQc TU\Qf YdbT i VQ
 bUSdbT%`_dQRLUc] Q^WUcdQSY_ ^Uc TU\Qf_bQ_c Zcd_c%_] Q^WUcdQSY_ ^Uc TU] YUbs_bTQc_RUbQ^Q Q_c`USQT_bUc%aeU`Ud^_Q\Qc
 Y^aeYTQTUc TU Ua_c%_ TUQe] Urd TU\Qc baeU Qc TU\QWQSQTY^YQ4 TYc_ U^cQSY_ ^Uc TU\QDb_fYTU^SQ^W^QW^Qc`USd_e_d_%
 bUQd^_ Q TUcQb__ TU_c dU] Qc TUW^RYb^_] _bQ TU9Y_c%eQRYQ] Urd QTQ dT_c QVQ] Y] Q4i QcUQ`Qd`b`_bSY_ ^Qb_ aeU
 TURU bQ cubU^e^VdbQ UcdQT_ TUS_cQc%Q dQfTc TU\Qc f_\YSY_ ^Uc i QSSY_ ^Uc f_je^QbQc TU_c QWUrdUc] _bQuc%_ S_] _
 S_ ^cUSeU^SQTU Ua_c%_ bUWbQT_c i_bTU^QT_c TUQSeUd^_ S_ ^Ua_c` DQbQaeU dT_c \c UfUrd c aeU cU`bUTZ_%_ ^_ UfUrd c
] _bQuc%_e_d_c aeU Ucd ^S_ ^USdT_c S_ ^i QS_] _TwQUa_c'

EeU\Qc`bUTSSY_ ^Uc TU\Q: cSdbetQ U^WU^UcdQ TURU^UcdQbCY_S_ ^SY] YUrd %eY9Y_c ^ `bUft \c] _\YSY_ ^Uc TU_cX_] Rbkc%Q^Q
 Q QbUSub] sc%eYcUS_ ^cYTUdQaeU SQcYd_T_c \c UfUrd c aeU`UcdU^USU^Q UcdQT_ VdbQ_ TUa] e^T_ TU\QXe] Q^YTQT%_c SQ] RY_c i
 VQc bUf_jeSY_ ^Uc _ aeU QS_ ^dUSbS_ U^ \c Y] `UdbY_c%bU^_c i ^QSY_ ^Uc% dTQc VQc c_SUTQTUc^TU^ U^TUs%W^Vb] Qc Y^e] UcdRLUc%
 c_RbU_c Qsd_c TU\Qc f_je^QdTUc TU_cX_] Rbkc4cUW^e^QY^e] UcdRLU] eIdbT TU] Y_ ^Uc TU] _\YSY_ ^Uc HQ Uc Ua UcdQT_ i Ua Sebc
 TU\Qc_S_cQc U^Ua] e^T_ TU\QXe] Q^YTQT%aeU e^c__ UfUrd %aeU Q QbUSU^cu] Y] _ce` UdbYbTUC`bUSQRU^%eUTU^W^Ua`b VbUc_
 i VQcUdU TUS_cQc%_ ^] _d^_ TUe^QcSUC^W^TU\Qc] Q_bUc i] sc Y] `bQrdUc i UhdU^_c UfUrd c4XQS^Y^T_ aeU Ua UcdQT_ TU\Q
 Xe] Q^YTQT Qcub] ei TYWUrdU TU_ aeU TU_d] _T_ XQRbQcY^_% QbQdTQc VQc WU^UcdQSY_ ^Uc fU^YTUcdQ'

D_bUzJ] `_ %QURdQTQU^Q UHedU^SQ TU Ue_c X_] Rluc ` QdSe(Qduc%aeU XQ^cY_ _c Vld^Tuc S_ ^aeYcdT_ buc TUA] e^T_ %aeU^RQZ_ 9Y_c%Q^
du^T_ Q^ Qdu ` b^SY Q TU d_T_ U S_ ^cUSeU^dU UcdT_ TUA] e^T_ %U^dT_Qc Qc UTQTuc ` _cd^dQuc S_] _ BQReS_ T_ ^_c_ b^B^b_ %6UzQ^Tb_ %
D_] ` U_ %eY_ 8tcQb% S^ c^TetQ^TU U^TUQTU] eSX_c] %_ ^c TU Qsd_c TU\Qf_je^dT%U^cec ` QTduc^ Mda fUj VQ] Q_ buQTU Ucd_c
J_ _SY^c TU U^TUQTU] %_ ^c TUJ_ _SY^c TU U^cec S_ ^dU] ` _b^c TU VQ] Y] QVWUubQSW^4i VQ] Q_ buQTU Ucd_c U^] %_ ^c TUJ] %_ ^c TU
J_ _SY^c TU U^TUQTU] buc WU^ubQ^ ^c^66] U^TUQaeU Q^Q] Q] _c XQSQ Qduc%eU^T_ U^ ^X] U_ TUJ_ _SY^c TU aeU Ucd^TU QV^e^Q] Q^UQ^S_ ^
J_ dT_ TUA U^U^d_ %eU] eV^V^SQ^S_] _ VQ^ bQ] Qc TU e^b_ %QcdQaeU \UWQ^ Q V^%QaeU Ucd^Qe^ ^X] U_ Y^V^d_ : cd_ ^_ ` QdU^UhdQ^
` QdSeQaeU UcdQaeU QcuS_ ^c^TU UcdQaeU Qce^d_ 4cYbU^_ bTQ] _c_ aeU ^_c T^SU^ _c V^Wc_ V_c TU VQ^ Y^e] UcdRUC] eV^d^Tuc TU QaeU VQ^ S_ cQc aeU
c_ ^_c D^b^SY VQ^ VQduc^dU^SQ f^dQ^U^SeUcd^TU VQWUubQSW^4Q Q^Y] QSeU Q U^A QcSe_ GU] YU^% _c W^e_ U^ U^xdu^ TU VQ XUJ] RbQ^Q
Y] ` bUWQSW^_ Q^Y] QT_bTU e^_ TU U^c Q T^TU U^SQ TU d_T_ c _c TUJ] sc^TU U^TU U^TU bTU VQ^ S_ cQc Y^V^dU] U^dU] Yed_ bUQSY^QT_c S_ ^U
duJ] ` _i Qc S^Se^cd^SQc TUA Qsd_ TU _c ` QTduc^U UcdT_ TU cec SeU^_c% S^ aeU TU TU U^TU bTU Y^e] UcdRUC S^Se^cd^SQc Q^U^bUc i
ceSUC_c4Q SeQ TURU TU U^TU bTU Y^V^dU]] Q^U^bUc^U^bU^e^SQbQ _c Qsd_c TU ce f_je^dT^4_ c SeQUc c_ ^_ SQcY^QT_c ` _b^Y^e] UcdRUC S_ cQc
aeU ceSUTU^U^U^ dQ^cSeUc_ TU cec f^TU Qc^U^QaeU ce ` b_ ` Y_ S_] ` _bQ] Y^V^d_ i U^TU ce f^U^S_ TURU dU^be^QT_ %e^ ^X] U_ Y^V^d_ TU
V^bQ] Qc^ MQ] U^TU QaeU VQ^ f_ _SY^c TU _c TUJ] sc TURU XQRub] eSXQc] Q^U^bUc TU aeU cu dQ^U U^VQ^S_ ^SU S^W^i U^ QSY^ Y^V^d_ TU dQuc
X_] Rluc^4_ ` b_ aeU^e^U] RQbW^U^ce S_ ^cUf QSW^% VQ^ S^Se^cd^SQc TU VQ^ f^TU Qc^ec TU dU] YQSY^ ^c i QSY^ ^c ` QdSe(Qduc%U^U^aeU VQ^
Vld^Tuc buf_jeSY^c aeU Ucd^Qc_ SQcY^c TU^TU U^TU d_ 8_] _ %_ bUzJ] ` _ %SeQ^T_ _c S_ ^_ Vld^Tuc U^DU^bQ^6_ ^dQ^ _c] QW^c^UcdQ^Q^
S_ ^ceVd^T_ c_ Rluc^e^QceSUC^W^Q^Y] ` U^Y^%aeU U^dU^U^Q] U^dU TU e^_ TU U^c% Qd^ ` b_ ` _U^b^aeU Sei_ SQRQ\ bU^Y^SXW^U^ b] U^b^eVQ^%
SeQ^T_ cu U^e^W^Q^c^U^U^dU] Q^Q^Q^TU RUbQcubU^' 6X_ bQ^e^Q^S_ cQaeU f^U^U^Q VQ] U^dU^_ThQ TU U^TU bTU Y^e] UcdRUC Y^S^TU^U^U^U^ _c
aeU VQ^ f_ _SY^c TU VQ^Xe] Q^Y^QT XQRub^c^T_ QV^Sd^TQ^ G^U] RQbW^%S_] _ S_ ^cUSeU^SQ TU UcdU QSS^TU^U^dU^Q^ %XZ_ TU =Y^d^c_ U^aeU bui^
M^cUcd_ ^_ X^e^U^bU^c^T_ %b RQRUJ] U^dU^ce ceSUC_b^ XQRubU^c^T_ VQ] Y] Q^ d_T_Qc VQ^ S^Se^cd^SQc TUA Y] ` U^Y_ ` U^bQ^ ` ThQ^ XQRubU^c^T_
] eSX_ _ S_ ^dQ^Y_3: ^d_ ^SUC^dU fUj 6UzQ^Tb_ ^e^SQ^ ` ThQ XQRubS_ ^aeYcdT_ UcuY] ` U^Y_4i ` b RQRUJ] U^dU VQ^ S^Se^cd^SQc TUA] e^T_ U^
d_T_Qc VQ^ UTQTuc f^U^TU bQ^%_ThQ^ XQRubU^c^T_] ei_ dQ^S_ cQ D_ ThQ^S_ ^dneQbUzJ] ` _ %U^] eSXQc_ dQc_ SeU^U^SQc^4dQuc S_] _ _c TU VQaeU
TU U^TU dU^Q^ bucUf QSW^TU 6UzQ^Tb_ %U^ _c] eSX_c] _ U^d_c S^U^S_ c TU ce f^TU Q^U^e^ ` UaeU^_ ` S_ XQRubQ^S_ ^fU^dT_ Q VQ^UcSQQ^S_ ^dQ^V^i
VQ^ bucUf QSW^i U^t hY_ TUA^ eUR_ b_] Q^ %U^VQ^VQ^SQ TU ce bu^i TU VQ8]] _ ^g UQd^% TUC^ et c4U^QaeU d_T_ c _c SQ] RY^c_ ` cdu^bUc
U^ce UcdT_ %_ _c V^U^bUc buf_jeSY^c aeU TUC^ et c ceSUTU^aeU U^U^U^] e^T_ XQRubQ^TU U^TU dU^ G^U] RQbW^%Ucd_c S_ ^cU^c^ eUTU^club
ceV^S^U^U^c ` Qd^SQ^TQ^ U^c_ ^Q^S_ ^c^TU bQTQ UH^U^U^dU^ Qd^S_ ^f^U^S^U^_ %aeU d_T_ U^ UcdT_ TUA] e^T_ TU VQ^Xe] Q^Y^QT^U^d_T_Qc VQ^ UTQTuc% U^
club] Y] _ TU d_T_Q^ U^c_ ^QaeU XQ^ Q^f^T_ U^U^Q^U^d_T_Qc VQ^ UTQTuc^TU TU _c duJ] ` _c TU _c Q^d^e_ c ` b_ Vld^c%Q^TU U^TU^T_] sc f_ _SY^c TU
_ Qsd_c TU VQ^ f_je^dT TU _c X_] Rluc^TU Q^U^Qc XQ^ U^VQ^ bU^Q TUA] Qb M^ ` b_ dQ^d_ %Q] U^_c aeU 9Y^c XQSU VQ] Q_ buHQ^Sd^T i
` U^bU^SdQ] U^dU ` bufubU^V^deb_ Qsd_c TU f_je^dTuc TU _c X_] Rluc^d_T_Qc VQ^ ` bU^SSY^c aeU QV^e^Q^fUj ` b_ ^e^S^W^Q^S^bQ TU 9Q^Y^% j UaeUc^%
?_cuQ^%BQReS_ T_ ^_c_ b^B^b_ %6UzQ^Tb_ 4U^U^bQSW^S_ ^VQ^ SeQb_] _ ^QaeUc^% VQ^ buf_jeSY^c TU U^U^Qc4i U^U^bQSW^S_ ^d_T_Qc VQ^ V^U^bQc^%
S_ ^] _SY^c TU %^V^d^bQc^Q^ ` b_c^ U^bQT i SQQ] Y^TUc^TU SeQaeU bU^U^c^%QSY^c TU S_] e^TU QTuc U^U^U^] e^T_ %Q^c^T_ d_T_c c^S_ ^_S] Y^V^d_'
XQTU^U^TU^T_] sc f_ _SY^c TU _ Qsd_c TU VQ^ f_je^dTuc TU _c X_] Rluc^TU Q^U^Qc XQ^ U^VQ^ bU^Q TUA] Qb M^ ` b_ dQ^d_ %Q] U^_c aeU 9Y^c XQSU
VQ] Q_ buHQ^Sd^T i ` U^bU^SdQ] U^dU ` bufubU^V^deb_ Qsd_c TU f_je^dTuc TU _c X_] Rluc^d_T_Qc VQ^ ` bU^SSY^c aeU QV^e^Q^fUj ` b_ ^e^S^W^Q^S^bQ
TU 9Q^Y^% j UaeUc^%_cuQ^%BQReS_ T_ ^_c_ b^B^b_ %6UzQ^Tb_ 4U^U^bQSW^S_ ^VQ^ SeQb_] _ ^QaeUc^% VQ^ buf_jeSY^c TU U^U^Qc4i U^U^bQSW^S_ ^
d_T_Qc VQ^ V^U^bQc^%_ ^] _SY^c TU %^V^d^bQc^Q^ ` b_c^ U^bQT i SQQ] Y^TUc^TU SeQaeU bU^U^c^%QSY^c TU S_] e^TU QTuc U^U^U^] e^T_ %Q^c^T_
d_T_c c^S_ ^_S] Y^V^d_ 'XQTU^U^TU^T_] sc f_ _SY^c TU _ Qsd_c TU VQ^ f_je^dTuc TU _c X_] Rluc^TU Q^U^Qc XQ^ U^VQ^ bU^Q TUA] Qb M^ ` b_ dQ^d_ %Q
] U^_c aeU 9Y^c XQSU VQ] Q_ buHQ^Sd^T i ` U^bU^SdQ] U^dU ` bufubU^V^deb_ Qsd_c TU f_je^dTuc TU _c X_] Rluc^d_T_Qc VQ^ ` bU^SSY^c aeU QV^e^Q^
fUj ` b_ ^e^S^W^Q^S^bQ TU 9Q^Y^% j UaeUc^%_cuQ^%BQReS_ T_ ^_c_ b^B^b_ %6UzQ^Tb_ 4U^U^bQSW^S_ ^VQ^ SeQb_] _ ^QaeUc^% VQ^ buf_jeSY^c TU U^
U^Qc4i U^U^bQSW^S_ ^d_T_Qc VQ^ V^U^bQc^%_ ^] _SY^c TU %^V^d^bQc^Q^ ` b_c^ U^bQT i SQQ] Y^TUc^TU SeQaeU bU^U^c^%QSY^c TU S_] e^TU QTuc U^
U^U^U^] e^T_ %Q^c^T_ d_T_c c^S_ ^_S] Y^V^d_ 'U^U^bQSW^S_ ^VQ^ SeQb_] _ ^QaeUc^% VQ^ buf_jeSY^c TU U^U^Qc4i U^U^bQSW^S_ ^d_T_Qc VQ^ V^U^bQc^%
S_ ^] _SY^c TU %^V^d^bQc^Q^ ` b_c^ U^bQT i SQQ] Y^TUc^TU SeQaeU bU^U^c^%QSY^c TU S_] e^TU QTuc U^U^U^] e^T_ %Q^c^T_ d_T_c c^S_ ^_S] Y^V^d_ '
U^U^bQSW^S_ ^VQ^ SeQb_] _ ^QaeUc^% VQ^ buf_jeSY^c TU U^U^Qc4i U^U^bQSW^S_ ^d_T_Qc VQ^ V^U^bQc^%_ ^] _SY^c TU %^V^d^bQc^Q^ ` b_c^ U^bQT i SQQ] Y^TUc^TU SeQaeU

9U] Q^UbQaeU^TUQSeUd^_S_^UcdQ^_S^W^0Y_c^_`bUfUb\Qcf_\\SY_~Uci QSSY_~Uc\\RdKc TU_c X_] RdKc%U^`_TuQ` bUfUb^QTQ
aeUS_bUc`_`^TQ^Q\\QcYcQSW^TUA] e^T_ TU\\QXe] Q^YTQT U^\\Qc UTQTUc VedeBQc4^_d^rd_ S_] _ U_cUbTUe^Q` Ubc_~QaeUTURU
fYbU^t\\Bi`_`_TbQ^S_^_SubTUQ^dU] Q^__c UfU^rd_c%eY_ \\QaeUt\\dQubQ TU XQSUcU` QcQb`_bUUhndQ bY^QdY Ydub_c^SW^
TUce`_`TubY] UNQd_4_ S_cQc aeUTURU^\\UWQbQ` QcQbU^UA] e^T_] QdubQ ^QdeBQ%_b\\Qc\\U Uc TUA] _fY] YU^rd% UaSelc_ TU
\\Q^QdeBQ\\ Q^U^aeU Uc Y^TU^ U^TYU^d TU\\Qc QSSY_~Uc e_RbQc TU\\QXe] Q^YTQT3Uc TUSb%_] _`_TbQ%_] _e^] QdU] sdS_] ei
SQ` QSUci Qcdw_] _%_`^WbQ^UHQSDdET UaSa\\Se_ TU\\Qc bUf_\\eSY_~Uc TU_c Selb_c SUUcdUc% \\Qc] Q_ bUc beUTQc TU\\Q
] saeYQTU\\QSUQSW^UhdubQ McYdU^U] _c U^SeU^rdUa Qce^rd TU SUsSQ^Q QdUSbs bQ_~Uc` QdQS_~U^U^Sub^_c%aeU^`_`_TuQ
XQSUB_%_`^SubU] QQRc_\\edQ% bUft YSec_ tcd_c' : ^SeQ^rd_ Q\\Q` b] UcbQ\\Uc TUSb%Qc S_cQc cUXQWQ^`_b\\QYdub_c^SW^
Y] UNQd_i UhdQ bY^QdY TU^`_TubTU9Y_c%cd_c^`_`eUTU^cUb` bUfYcd_c%Q] U^_c aeUcU` eUTU` bUfUbU^aeUXQRbs _SQW^
`QdQaeUcU] UZ^rdU YdubU^SW^UhdQ bY^QdY MaEU^_cU` eUTU^` bUfUbQ] U^_c aeUcU` eUTU` bUfUbUa UcdQT_ TUA] e^T_
] _bQ` D_b_d^rd_%eQ^T_ 9Y_c cU Ydub_~U^Uc U^bUQSW^S_^UA UcdQT_ TUA] e^T_] _bQ%aeU bUaeUdU dQ YdubU^SW^TY^YQ
D_b_d^rd_ 9Y_c^`_`_TuQSUhdQ U^dU` bUfUbUa TYefY_ e^Y UcdQ%Qf_ SQSW^TU 6RbQXQ] %Q TUcdSSW^TU G_T_] Qi <_] _bQ%
\\Qc` \\QWQc TU: W^d_% \\QbUTU^SW^TU xebQU VebQUTU\\%Q UH` e\\cW^TU\\Qc cYdU ^QSY_~Uc TU 8 Q^c% \\Q` eUcdQ QxebQU U^
QaeU\\Q dUhdQ4` QdQdT_c Ucd_c Ucd^bU bUcU^rdT_c S_] _ S_~UcdQT_ S_^\\Qc S_cQc aeU` UcdU^SU^Q UcdQT_ TUA] e^T_] _bQ`
9Y_c ^Y eUTUS_^_SubTUQ^dU] Q^_UA] _] U^rd_] sc QTUSeQT_ i S_~U^U^dU` QdQUa TUQ TUA ZbSY_ i \\QS_~\\QWQSW^WU^UbQ4
`QdQaeUTU^ U^TU` bY^SY Q] U^dU U^UA Selc_ i UcdQT_ TUS_cQc U^UA] e^T_] _bQ`

HQ] ` _S_~U^cUW^e^T_ \\eWQb%_TU] _c U^UcdQce`_c^SW^bQ_ ^QRU` U^cQb%aeU9Y_c SUhdQ U^dU` eUTU` bUfUbaet S_cQc
cUSe] `\\b%U^UA Selc_ TU\\Qc S_cQc%U^UA] e^T_ ^QdeBQ i] QdubQ%YSec_ _c aeU U^e^UcdQT_ bY^QdY TU\\Qc S_cQc
`_`_TbQ^cUbSQSe\\QT_`_`_be^ReU^Qcdw^_] _` DQbQUa] e^T_] _bQ` Uc UA W^TUA] e^T_ ^QdeBQ4i UA Selc_ TU\\Qc S_cQc U^UA
`b] UbsQc_%Uc%eY TeTQ%eR bY^QT_ Q_c TUcYWY_c TU9Y_c S_^bUc` USd_ Q UcdU x\\d] _` D_b_d^rd_%QcY^T_ dUcdW TU\\Q
SQecQ^TU\\Q bUQSW^S_^UA UcdQT_ TUS_cQc U^UA] e^T_] _bQ%UhdQ bY^QdY U^dU Ydub_~U^b% QdQ YdUte] `Yb% cU dU^TYW
e^QTUdU^SW^U^UA Selc_ TU\\Qc S_cQc U^UA] e^T_ ^QdeBQ4i] U^_c aeU` eUTQ` bUfUb\\Qf_\\SW^TU_c X_] RdKc% Qcu
cQRubQW TUA UcdQT_ VedeB TUA] e^T_] _bQ%aeU^` eUTUS_^_Sub% Ub_ aeU d TQ^Q` eUTU dU^UbQ^WbQ^_SQW^` QdQ
Ydub_~UbTU UcdQ] Q^UbQ%_] _cYU] `bUaeU dU^Qb

8_b\\QdY` *' GUTUc` bU^TU TU\\Qc S_cQc _RcUf QTQc%aeUQ] U^_c aeU9Y_c` bUft UA EeUubTU QW^rdU] _bQUc%aeU^` eUTUcUb
SUhd_ aeUcU _RcUfQ`_bUA Q^wd\\GQ^dQW%#USX_c L] '*1\$ 8_~SY^Qc^_`Q9Y_c d TQc cec_RbQc TUcTUUA S_] YU^_ TUUA
] e^T_`

8_b\\QdY` + 6\\` QdUSUbQ] U^_c aeU9Y_c S_^_SU TUQ^dU] Q^_ aeUUA EeUubTU QW^rdU] _bQUc%Q TQc Qc`_b VUSQc TU\\Qc: cSdbBQ
^_dU^U^` UZbV^e^TQ U^rd_ aeUe^Q] UcdS_~ZdeBQ4i aeU^U^\\Q] Q_ bQTUSQc_c%e^QS_~ZdeBQaeUTURU dU^UbQ] shY] Q
YSUhdTe] RbU4TU^ U^TYU^T_ TUe^QY^e] UcbRU] eVdET TU] _\\SY_~Uc%aeUc_^d T_c%YSec_ Q9Y_c%UfU^rd_c YSUhd_c3cY^U] RQW%
UcdQc`_b VUSQc cUce] Y^cdQ^TU` bU^SSY_~Uc QRc_\\edQ%] eSX_c TUUA_c TU\\Q] Q^UbQ] sc`_cY^Q%_`^QcUfUcdSY_~Uc4i QW^e^_c
TUUA_c S_^_c ZebQ U^rd_c] sc_c_\\U] ^Uc`

8_b\QdY', ' HQ] RY^cUTUTeSUP^aeUcYUcdQ^_SW^TU\QW^bQ^SQTU_c\edeb_c] _\SY^~Uc TU9Y_c fUdQ % U^fQ^_ \ TZ 8b6cd %
Tuc^etc TU^b_e^e^SQb] eSXQc`^bUNSSY^~Uc WbQ^Tuc UY] `^bQ^duc%W^~e^SW^TU\Qc QSSY^~Uc] _bQuc TU_c X_] Rbuc%#A Qd LhY'
.. '\$: \SYU_i \QdUdQ^ QcQs^4^ Ue] Y^`QQRbQc ^`QcQs^~8_b\QdY' -' 9U\Q] Y] Q^_SW^TU\QW^bQ^SQTU9Y_c%eU
cUW^eUQ^aeU U^fQ^_ dU^U^t\] Y] _ Q] U^eT_ cuXQR\QTU\Qc`^bUNSSY^~Uc TUce`^QQRbQc%] _ UfY^TU^SQc TU S^_SY] YU^d`^bUfY_4
TU_aeU Uc ce`^bUeb_WbQ^QS_] _ 9Y_c% ce`^USe\QbW\ bQ^aeU_ Tcd^W^eU U^WbQ^] UTY^QTUd_T_c_c_d_c cUdK4#] _ U^~eQ
L\Y +^&+^ h\W 2%)' hY^' 1' hY^' +*^ hY^Y*)' i hY^W *- '\$

6bW ➤ GY9Y_c ^`^bUS^_Sub_c] _\SY^~Uc TU QW^duc] _bQuc%W^d^~SUC ^` Q^duc S^_SW\QSQ\QTU\X_] RbU^Y^TU_c
s^WUuc% `^b_d^rd ^`^_TUQS^_SubTU Q^du] Q^_Qc WbQ^Tuc S_cQc aeUc ^`S^_~cUSeU^SQc TU Ucd_c UfU^d_c4dQuc
S_] _ce U^fu Qce =Z Q] e^T_`QdQ] _bb`^b_c`^USQT_buc% dTQc\Qc S_cQc aeU`^Udu^U^U^Q\QWbQ^_RbQ TU\Q
bUTU^SW^4d TQc\Qc S_cQc aeU cuXSYub ^TelQ^du SeQb] YQv_c Q^duc TU8b6cd fY_% QdQ`^b QdQbU SQ] Y^`QdQt 4i
Q U^SQb^QSW^%fYQ% eUdu^W^UceU^SSW^i QcSU^cW^TU8b6cd 4p\ UcdQ^U^SubU^Q SQ^RUSubQ TU e^Y^Uc S_] _ F U^ TU
SYU_i TU\QdUdQ^_c s^WUuc i _c X_] Rbuc4i U UcdQ^RUS] YU^d TUce WUc^Q^i bU^_ U^Ucd] e^T_% \ aeUcu ^_] RbQ
Q?eUj TU] e^T_4i dT_ aeU GQd^sc TURU XQSubU^U] e^T_ U^`^_cSW^Q bU^_ TU8b6cd 4i \Qc WbQ^Tuc
dQ^cQSSY^~Uc TU TUQ TU Z^SY_% S^ M^cY9Y_c Ucd`^b_d^rd W^_bQ^du^Qc cW^eU^duc UcS^b^bQc% _d_c S_] _ U\^c%TURU^
cUbc^~Y^W^~cW^W^SQ^_% S^_~dQY Q\QfUdQT^ #V>^ '\$ GUMK^~^c Ucs WU^U^t\ Q^duc TU\QW^TQSW^TU] e^T_`i #
DU^>+^ '\$ i Q TUcd^QT^ Tuc TU Q^duc TU\QW^TQSW^TU] e^T_`i #H] _d_ " Y2'\$ aeU^~^c cQf wi \Q] wS^ ^
\Q] Q] YU^d cQ^d4^ S^_~Y^U Q Q^eUcdQc_RbQc%Y^_ cUWK^~U^`^b`^wc^d cei_i \QW^QSQaeU^_c^eU TQTQU^8b6cd
?Ucxc Q^duc TU_c cW^_c `^D_b_d^rd #V W^***^XQR\QTU\QcQR^TebQ TU9Y_c U^Q_RbQ TU\Q bUTU^SW^%S^_~Y^U Q Q
`^b`^wc^d Udu^_ aeUXY_ U^8b6cd ?Ucxc; #Y^Y +\$ U^Q Uc`^ Ucd^j Q TU\QfY^Q Udu^Q^Q SQeQ 9Y_c%aeU ^_] YU^d%
`^b] Udu^Tuc TU Q^duc aeU U] e^T_ S_] U^j w; #_] 'J ➤ +2\$ _c aeU Q^duc S^_SW^Q^tcd_c dQ] RY^~^c`^ bUTUcd^W^
S^ # DUd >+^ \$: \US%

GY9Y_c ^` Q^duc S^_SW\QSQ\QTU\X_] RbU^Y^Q bUTU^SW^`^_b?UceS^b^d^%YQc f_\SY^~Uc TU\X_] RbU Tuc TU\QSQ\QTU^d^~SUC ^`
Q^duc S^_SW_c cQ^d_c U^~Y^W^~cU^dT_4^YS_] _`^Uc`^Qc`^QdSe\Quc%YS_] _c_SUTQTuc`^QSY^~Uc4i QcuQ`^bU^SSW^`^_b
] Ucd`^bU^Y^W^TUce fY^eT_ \Qc ReU^Qc_RbQc4_ SeQaeYub`^bU^Y^W^TU SeQaeYub S_cQc_RbU U\^c U^bUQSW^Qce cQfQSW^4_
SeQaeYubRU^W^SY^ aeU dU^U^`^_b8b6cd% SeQaeYub^`^ TU`^bU^Se`^QSW^TU_c cei_c S^_e^FUTU^d b

6bW ➤: ^Uace`^eUcd TU\QW^bQ^SQTU_c\edeb_c] _\SY^~Uc TU QW^duc \Rbuc TU9Y_c%aeU fQ QcUW^eU%aeU9Y_c TURU U^
] eSX_c SQc_c cU QdW^ YU^d^fUdQTUdQ] U^du_ aeUXQXUSX_%QcUS_] _ S_bU5dQ] U^du QTUcUQbXQRubXUSX_ TU_dQ] Q^UcdQ`^b\Q
bQ w^TUaeU U UfU^d TU\Qc S_cQc U^Qc aeU Qce^d_c aeUc^_] sc Y] `^bQ^duc%QcQRub_c Qce^d_c TUce bU^_] _bQ%eU^T_
Y^SYUdQ^i S^_~d^W^du^aeUceSU TU Q] U^eT_ QRC^ledQ] U^du_ S^_~dQY_ TU_ aeU UcdQ^duc TU S^_Sub M^_ XQRbQbQ w^`QdQ
U^du^TUbaeU^W^U^cU^dT_] sc \UdQ^%#YW^U^bQ^ / '\$ GU QdW^ Y^du^U^X^fs%aeU t\XQRUQXUSX_X_] RbU U^QdUdQ^% U^T_\WU^ce
S_bQ w^i # * GQ] ' LJ' '**\$S^_~dQY QBe] ' hhW^*2' 9Y_c ^` Uc U XZ^ TU X_] RbU`^QdQaeUcu QdW^ YU^dQ^i * GQ] ' hf' +2'
HQ] RY^~Q<\ bQ TU^ebU ^`] U^d^s%Y^cU QdW^ U^d^s4`^_baeU t\^` Uc X_] RbU`^QdQaeUcu QdW^ YU^dQ^i GdQ`^Qd^b TU UcdQ^_SW^
cUcUW^eUQ^aeU9Y_c Uc bUc`^_~cQRU TU QdW^ U^d^bU^i cUbt_\WU^ce S_bQ w^%W^e^cU^dT_ \YdQ^%_~d^eQ] U^du4i cY] `^bU Ucd
U^`^eUcd Qe^~^ Ue YU^d TU TUSU^ SY^~Uc bUQuc U^U^W^RU^_ TU] e^T_4i Q S^_US^b^6_~cd^du^WbQ^`^ Ue \UdQT i QW^SSW^3

`Ub_Ucd_ ^_ Uc] ei S_~cYdWdUS_ ^ce dde\ TU 9Y_c c_RbUdT_ %RU^TYd `QdQcYU] `bU4%aeU\ bU bUcU^dS_] _ `cUdT TU dQ^aeYITQT `UbuSdQ%~cdQ^dUUY^YdUbe] `YITQi \QWYSYITQ%_] _ 9Y_c c_RbU d e^YUc_ % U^ce WUcdW^TU\ c Qce^d c TU U] e^T_%_] _ W_RUb^Q^dUce`bU] _ i e^YUcQ' #UbF_] ' >+. 'Y'. '+8_BLY, ** H] '] Y*.\$

6F<' 3' HQ] RY^cUcW^eUTU Ucd^_S^W%aeUS_] _ 9Y_c Uc cecSU^dRU TU cUbQdW^Yd^ ^T_ ^_c S_~dneQ] U^dUTU\ aeU XQXUSX_4 ` _b\ aeUTURU cUbU^ eUcd_ QUcdQbSQ] RQ^T_ S_~cdQ^dU] U^dUce] U^dU i \Qc Yd^SY_ ^Uc%W^SeQ^d Qce S_~TeSdQ^eUdQ4QdUQb cec] UTYTQc%W^e^SdQ^T_ Qcec fUdZ_c T^UW_c% \QV_b] QSW^TU ^eUf_c UcaeU] Qc i `b_i U5d^c^ DQdQcec `b`wcYd_c^QcuS_] _ Q\Qc `QdUc `b^SY QUc TU ce UcaeU] Q%_] _ `Ubu^USU^Q UcdQT_ TU ce bU^_] _ bQ%RUU cUbQYU] `bU cecSU^dRU TU cUb_b_d_% `bVQdQTU `bUf^Y^W^4i dU^U aeU UcdQbS_~dneQ] U^dU `~U^T_ ce cYdU] QTUTU bUSX_c%_] _ cU`_ ^U^eUdQTU cUf^SY_% dQ^t c TU \Q S_~d^WU^SdQTU \Qc QSSY_ ^Uc TU\ c QW^dUc] _ bQUc3TURU cUbe^ GUb%aeU^W^eVQbTU cUbQRc_ ^edQ] U^dUY] edQRU^RUU cUb ^USUcQbQ] U^dU_RZd_ TU Y^W^dQ] U^dU \Q] sc ^e] Ub_c_c Q5d_c TU QdW^ U^dQ] Y^d_% _c SQ] RY_c TU \Q Yd^SY^RU SeQaeYUcUbuU^ QRc_ ^ed_4`_ bUcdQbQ w^\\Q^_%aeUce] ei UhdU^cQSQbWQ_S_] `bU^TU e^Y^W^dQ] U^dU] Q_b^x] Ub_ TU QaeU\Qc S_cQc aeU \Uc_ ^ S_~d^WU^dUc UYSYUd_': ^dQ cY^QSW^%RUU dU^Ub`_ S_] sc aeU XQSUb% Ub_ `QdW^ QdQb\ c U^QSUc b_d_c^QcuS_] _ \UcUQ`_ ^cRU% `eUTU bUSdQbQce SeUb_ TUcQdSe\QT_ i _c] _fY] Y^d_c TUc bU^UQT_c^RU \Q] UZ_b] Q^UdQ U SQc_ _ `Ud_ YU^U GUV_bGe`bU] _ TU d_TQc \Qc S_cQc TURU^ ^USUcYITQTUc UcdQbRQZ_ WQ^TUc TUc fU^dQZc i] Y^UcRUUc%W^U^U W_RUb^_ TU] e^T_ aeU t\XQXUSX_% TU \Q aeU dU^WQ Qce SQbW_% dQ^t c TU ce cUb_d_dQ] U^dUYSQ^ Q^ TU TUcSeRbBS_cQc TU] Q_bY] ` _bQ^SQ%aeU U^`_ ceSUCY^ aeU XQTU fU^bce cYdU] Q4` QdQ\ SeQc^Y^_ _ XQSUb% Ub_ cRU^aeU`_ TbQ XQSUb^aeU Uce] Y^cd_ ` _bde^_': ^] eSX_c SQc_c% eUTU cUb] ei WQ^TU \Q ^USUcYITQT aeU TURU` bUfU^U^ \QV_b] QTU cec `UTY^_c i T^c`_ ^Ub\Qc S_cQc% QdQW^e^_c WQ^TUc UfU^d_c aeU XQ^TU _SeUdW^RU \Qf Qcd i UhdU^cQ Y^eU^SQ% e^cY^W^Y] ` _bQ^SQ` QdQ U e^YUc_4aeU` eUTU fUb] sc dQ^TU^SeQ^T_ i QUc TU] QcYQT_ dQ^TU% `eUTU TUcUQbU^fQ^ aeU XQRUdS_ ^_SY_ Q^dUc%aeU`_ TbQ XQRUb_ bU^UQT_ Qcec Qce^d c U^S_ ^USeU^SQ M Uc U^U^_ _Tub TU X_] RbU^U^ Ucd_c `b^SY Y_c% _bcec T^c`_ cYd_c% b`_wcYd_c i QSSY_ ^Uc% _b\ dQ^d TUSU SY_ ^QbQ9Y_c%_] _ Ubcec] UTYTQc%U XQSU^SQ] RQbTU_ `Y^W^S_~dneQ] U^dU^_] Udu_ QTY^eUcd_% dQbU_ Q\QS_ ^eU^W^

DUb_%Sw] _ UcdQc S_cQc cUS_] ` _^U^S_ ^\QbQ w^_ S_ ^\Q` QQRbQTU 9Y_c5 @ aeU bU bUcU^d%aeU d_TQc \Qc _RbQc TU 9Y_c% d_T_ _ aeU dU^U aeU XQSUbSQ^QfUj %d_T_ U UcaeU] Qi \QcUbuTU cec ` _UbQSY_ ^Uc%_ ^` _UbU5dQ] U^dUTUcTU U^ `b^SY Y_ U^ce ` _Y^W^4i TUSQdQ%aeU d_T_ _ aeU _c T^c`_ ^cYd^_c i T^UW_c Ucd^U^_c S_bQ_ ^Uc TU _c X_] RbUc%U S_~cUz_ TU GUV_b` Ud_ Q^USUbs% _c `U^cQ] Y^d_c TU ce S_bQ w^`_ _b d_TQc \Qc WU^UcQSY_ ^Uc; #db_f' hY^' +*' DcQ' LLL >*) %*'\$M _ aeU U GUV_bTU\ c UZ_bSYd_c XQTUduj YQT_%Y^W^e^_ _ Y] `UTYbs; #e' LY' +0'\$MaeU ^_ `eUTU cUbV^ecdQT_ U^e^T^UW_ _ `U^cQ] Y^d_%#_ R hY^' +\$M aeU 9Y_c _ aeU Y] `YTU aeU cUbs `QdQcYU] `bU^aeU ^QTQcU` eUTU`_ ^UbQ\Q] Yc] Q%_ d_] QT_ TU U\Q%#: S Y^W^*-\$@UcdQRYITQT i \Q` Ub UdeYITQT TU\ c S_~cUz_c TU 9Y_c cU XQRUUh^ bUcQ] U^dUTU\ bUQSY_ ^QT_ S_ ^ce S_ ^_SY_ Y^d_ `bUfY_%#e' *)' L @ \$ TUSQb_ U^W^TUcTU U^ `b^SY Y_% TUcTU \Q Q^dW^YUTQT _ aeU Q^e^_ UbQXUSX_4aeUTYW_3AYS_~cUz_ `Ud_ Q^USUbs% XQd_ d_T_ _ aeU aeYUb_ &omSw] _ c_ ^UcdQc S_cQc U^S_ ^_c_ ^Q^SQS_ ^\ aeU \Qc: cSbdeQ^T^SU TU \QY] edQRYITQT TU 9Y_c%aeU\ bU bUcU^dS_] _ Y^] eTQ^ Q^Yc_] RbQTU fQbQSW^4+ XQRUQTU t\% sc `QdSe\Qd] U^dU^_] _ Y] edQRU^S_ ^bUc` U5d_ Qcec Uu5d_c%#AQ' Y^W^/' \$ M_c_i U GUV_b4B_ SQ] RY_4`_ bUcd_%Yz_c TU?Q5_R%_ cUS_ ^ce] U^i# h' Y^W^*-\$MC GCM: @EI : MC GCM # LhY^?_R*, %e-\$ GUTUduj YQe^QS_cQ4i aeY^_ _ XQbs SQ] RQbM _ aeU ce Q] QTUcUW^U^t_ c3 DQdQSQSQbs _ aeU XQTUduj YQT_ TU] y

6bWJ ' GYUcd^_S^W^TU\Q^W^bQ^S^Q^TU_c Vebb c] _\YSY^Uc TU QW^nduc] _bQUc cubS_ ^c^TUkQT_c QV^T_ U^cec
S_ ^cUSeU^S^Qc TU 9Y_c^aeU Q^ Q^USUs QcUW^bTU U\Q^aeU 9Y_c^Tuc^ et c TU XQRubXUSX_ U] e^T_ %UkQcecSU^ d^RU TU cub
d_dQ] U^du V^ecddQT_ TU ce W^U^U^U\Q^S^UQ^S^W^TU\Q] Yc] Q4i QcuXQc^T_ %TU W^eQ] Q^UkQ^cecSU^ d^RU TU cub V^ecddQT_ TU ce W^
U^d TQc VQc W^Q^Tuc _RbQc aeU XQRUQ V^bQT_ ' : c] Q^WUcd %U] e^T_] _bQUc U^W^TU_ ^Q^ebQ3U^UkQd_ TU\Q^S^UQ^S^W^ ^_ Uc
] sc aeU e^Q^S^Qc QaeU 9Y_c XQS_ ^cde^T_ %^ ^] eURUc % QbQ_c QW^nduc] _bQUc % U^ReU^_] Q^UcdQT_ TU] e^T_] _bQU
TU^ U^TU TU\Q] UZ^bQaeU XQSubTU ce 6WU^S^Q ^Q^ebQ % _ _b_ dQd_ TU^ U^TU TU cec f_ \YSY^Uc^ M^ _b_ dQd_ %eYUcd c ^ _ eUTU^
club^ bU^Ycd c ^ _b9Y_c % _baeU c ^ S_ ^d^W^nduc % Ucd ceZ^bQ ^Y^W^ ^d^ _ TU ^USU^TQT^Q^S_ ^d^neQ^S^W^ % _c Qce^d c TU] e^T_
] _bQUc ^cecSU^ d^RUc TU^b] Q^W^SeQaeU^bW^QT_ QcW^Q^RU^U^cU^cecSU^ d^RUc TU cubS_] _\UdQ] U^du Q^b^e^QT_ ' 8_] _ U^Ucd
UcaeU] Q^RU^ ^eUTU ce ^ _UkUaeU cub^YUkQ] U^du T^SX_ %eQ^T_ VQXe] Q^TQT % _bU QRec_ TU ce 6WU^S^Q] _bQUc %U XY_] ei
S_ b^e^ dQ^YUc TU\QYe^TQ^S^W^ %aeU U^ GUV_ bcU Q^bU^ Y^dW^TU XQRubXUSX_ X_] R^bU^U^Q^d^UkQ % Q^ UcdQT^] R^bU^U^U^U^ce
S_ bQU w^% _b_ aeU %eQ^T_ t^XY_ U^e^Y^Uk^ %aeU ^ _cQRU^ Ub_ aeU _ T^bQ cubdQ^TUSU^ SY^ ^QT_ U^U\Q^aeU^U^ _ T^bQ^ bQbU^
ce S_ bQU w^aeU t^XQRU^XUSX_ ' : ^bUQ^TQT^TU] _cdQT_ %aeU d TQ VQXe] Q^TQT cU S_ ^Y^bU^U^ ^USQT_ % e^Q^W^Q^ ^ Q^bU TU_c
s^W^Uk Q^ _cdQ^bi S^W_ _ eUTU 9Y_c cQRubQ^nduc %aeU d T_c U_c ^ _ XQ^bQ^S MS_] _ ^ _ T^bQS_ ^ SubQ 9Y_c %eY^ aeU d TQ VQ
Xe] Q^TQT^Q^ UcdQT_] UTY^c edY^QT_ c ^ Q^Q^bUSe^ UcdQ_ c %eY^T_ d TQ^Q^TU^Q^Q^V^RU^bQT TU ce ^b_ ^Qf_je^dT % ^d^neQ^bQ
U^ce Q^ _cdQ^U^ % U^ ^ U_ b%

9UCSeU^T_ S_ ^U UcaeU] QaeU Ucd i UcV^b^s^T_] U^ Q^Q^bU^e^Q^Q^S^Q^TQTU_c s^W^Uk ^U_c X_] R^bUc ^YcU^ _T^Q^ bU^U^b % 9Y_c TURU cub] ei
TUSU^ SY^ ^QT_ c U^Ucd c UfU^d c4i QcuU W^Q^ Q^bU^SY_ ^ Q^Q^eUcdQ^bU^TU^S^W^ % TUcd^b^Qc _RbQc TU^TQR_ % _bU^U^U^U^c % d TQc VQc W^Q^Tuc
S_ cQc aeU 9Y_c XQ^XUSX_ U^U^ _b_ S^UcQ] Y^nd_ TU Ucd c T^YU_ c^TU^RU cubcW_ U^Ved_ TU ce ^b_ ^Q^TUSU^ S^W^Q^bU^SY_ c ^ Q^Q^bU^ Q^bQ^Q^cuS_] _
^eT_ %ce c^bU] Q^aeU ^W^Y^Q] U^du Ucd] ei ReU^Q^ % _bU^U^S^Q] U^du RU^Q^ Ub_ Ucd Q^Q^b d i S_ ^e^T^T_ _ ^bQ^V^RUf_je^dT TU_c s^W^Uk i _c
X_] R^bUc^ M^d TQ^Q^d^U^U^aeU^ _ T^bUcd dQ] U^du TUSU^ SY^ ^QT_ _ ^bcUW^ ^TQ^fU^j3t^ ^ _ T^bQ cQRub^aeU TURU^U^U^bce t^h^d_ T^U^UQT_ %U^Q
U^S^Q^b^Q^S^W^ %eY^Q^ eU^bU^U^U^U^U^S^W^i U^hQ^Q^S^W^ TU ce =Z^ e^Y^W^ ^d % _dQc W^Q^Tuc _RbQc _W^QT_ bUcd^bQ^U^UcdQT_ TU\Qc S_ cQc3B_ _ T^bQ
cQRub^Tuc^ et c TU d T_ %eY^U^dU^U^bU^Q^TQT cubQe^Q] U^TQ^d^U^bQ^RU^TU^bUcd^bQ^S^W^4^ Q^Q^Ucd_ TU^ U^T^bQ TU\Q^V^RUf_je^dT TU^X_] R^bU^ =Q
XQR^T_ e^Q^W^Q^Q^ _cdQ^Q^W^U^UkQ^TU^S^Q^Yd T_ U] e^T_ S^bQdQ_ %Q^ _aeU Ucd^ U^baeU U^ ^Q^Q^Q^c] _4aeUS_ ^d^W^T^bQ^dU] eSX_ c Qv_c^ oM
S^W_ Uc _ ^cRU^aeU 9Y_c %eY^ bU^U^b] _\YSY^Uc TU_c X_] R^bUc %cQRub^YQ^W^ ^Q^fU^j f_ ^fU^bQ^Q^S^bQdQ^TQT TU UcdQ^ _cdQ^U^S MTU^aet] Q^UkQ
YRQ^Q^ bU^TUS^baet dQ^ _b_ ^d_ U] ^U^ Q^bQ^S : \Q^ wcd\ T^S^U^S_] U^j wQ^d^Q^Q^Q^bU^ce dU] _4i S_] _ ^ _ T^bQ cubS_ ^ SY^ XQcdQ^aet ^e^d_ cU
^b_ SUTU^bQ^U^UcQ^UTQT^S G^U^] _ ^ _ T^bQ cubS_ ^ SY^ aeU U^U^Q^W^U^Y^ aeU ^ Ucd U^W^S^Q ^ Q^Q^Q^bU^U^h^ Q^TU_c ?eTY^c % ^fU^bQ^Q^cubU^W^S^Q
^ Q^Q^U^U^W^ TU\Qc ^Q^SY^Uc ^ Q^Q^Q^c TU ce Q^ _cdQ^U^ ^ Q^Q^Q^c %aeU XQRU^c^T_ S_ ^V^Q^ QT_ c U^dQ^d c c^W^ c5 cYU^dU^U^bU^Q^TQT cubQe^Q
] U^TQ^d^U^bQ^RU^TU^bUcd^bQ^S^W^4^ Q^Q^Ucd_ TU^ U^T^bQ TU\Q^V^RUf_je^dT TU^X_] R^bU^ =Q XQR^T_ e^Q^W^Q^Q^ _cdQ^Q^W^U^UkQ^TU^S^Q^Yd T_ U
] e^T_ S^bQdQ_ %Q^ _aeU Ucd^ U^baeU U^ ^Q^Q^Q^c] _4aeUS_ ^d^W^T^bQ^dU] eSX_ c Qv_c^ oMS^W_ Uc _ ^cRU^aeU 9Y_c %eY^ bU^U^b] _\YSY^Uc TU
c X] R^bUc %cQRub^YQ^W^ ^Q^fU^j f_ ^fU^bQ^Q^S^bQdQ^TQT TU UcdQ^ _cdQ^U^S MTU^aet] Q^UkQ^YRQ^ bU^TUS^baet dQ^ _b_ ^d_ U] ^U^ Q^bQ^S : \Q^ wcd\
T^S^U^S_] U^j wQ^d^Q^Q^Q^bU^ce dU] _4i S_] _ ^ _ T^bQ cubS_ ^ SY^ XQcdQ^aet ^e^d_ cU ^b_ SUTU^bQ^U^UcQ^UTQT^S G^U^] _ ^ _ T^bQ cub
S_ ^ SY^ aeU U^U^Q^W^U^Y^ aeU ^ Ucd U^W^S^Q ^ Q^Q^Q^bU^U^h^ Q^TU_c ?eTY^c % ^fU^bQ^Q^cubU^W^S^Q ^ Q^Q^U^U^W^ TU\Qc ^Q^SY^Uc ^ Q^Q^Q^c TU ce
Q^ _cdQ^U^ ^ Q^Q^Q^c %aeU XQRU^c^T_ S_ ^V^Q^ QT_ c U^dQ^d c c^W^ c5 cYU^dU^U^bU^Q^TQT cubQe^Q] U^TQ^d^U^bQ^RU^TU^bUcd^bQ^S^W^4^ Q^Q^Ucd_ TU^ U^T^bQ TU\Q^V^RUf_je^dT

GU^bU^ bUcU^ndQ] U^eT_ U^U^Qc : cS^bQ^bQ^ %aeU 9Y_c %aeU XY_ U] e^T_ _ ^bcu] Yc] _ % _ S^bU^W^ Q^bQ^ce ^Q^S^U^b % R^bU^T^bQ
Y^Q^Y^RU] U^du Qce W^U^U^Q^S^UQ^S^W^ % U^d TQc cec _RbQc4aeU^S_] _ d TQc VQc S_ cQc c ^TU^t^% _b_ aeU d T_c U_c
clubQ^ ^Q^Q^t^4i aeU U^U^X^d^ _ ^X] Ub_ TUS_ cQc % Q^USubQ^aeU t^Uc U^ ^b] Ub_ i U^X^d^ _ ; #UF^ h^Y^ /\$ M] UTY^3
=USX_ Ucd^ M_ c_ i U^6V^Q^i VQc] U^W^Q^U^ ^b^SY^Y_ i U^W^Q^U^ ^b] Ub_ i U^X^d^ _ ; DUb_ UcdQc S_ cQc ^ _c ^ S_ ^cY^dU^nduc S_ ^
VQTU 9Y_c

bUcW_ TUcUbTUSU_ SY_ ^QT_ U^d_TQc cec_ RbQc%YdQ] _S_ S_ ^ce WQSQ_ TUce W%W^d_T_ _ aeUt\XQ\UFQT_ QSQ_ '

GUSSY^ L>

SXhd_ S_ ^SY_ Y^d_ `bUFY_ TU9Y_c TU\c Vebb_c f_ \SY_ ^Uc TUQW^duc] _bQuc%RS_ ^c^d^nd_S_ ^e^QS_ ^drW^SQTUdQuc
UcQc f_ \SY_ ^Uc dQ_ SeQc%Y^d_TQ_ ^USuc^YTQT'

=QRU^T_ TU] _cdQT_%aeU9^EG dU^Ue^SXhd_ UY^QYRU DkSUS^SU TU\c Qsd_c f_ \e^dQ_c TUQW^duc] _bQuc%U^W_ QX_bQ%
U^cUW^T_ \eWQ% QdQ] _cdQb\QS_ ^cUSeU^SQ4Sw] _cUcW^eU TUQaeU^aeU Ucd_c UFU^d_c c_ ^ ^USucQd_c%_ ^e^Q ^USuc^YTQT TU
VQS_ ^UW^_ S_ ^cUSeU^SQ

@c ZUc TU\c cQSUbT_duc Qd_ Y^Q^c%_ b_ aeUi_ XUd^Y^_ _`_ bbe^YTQT TU_RcUf Qb%WQbUcdQ_S_ ^cUSeU^SQ4i QWd_ Qb%aeU cYcU
TUZdQ_S_ ^SY_ Y^d_ `bUFY_%_ Uc ^Y^e^Q UFYTUSQTU SeQaeUb ^USuc^YTQT TUS_ ^SY_ TUQ^d] Q^_ UFU^d_ 6X_bQi_ TUcU_%aeU Ucd
Qce^d_ `eUTUcUb` QdSeIQd_ U^d] QV^T_ Y^Ucd^YT_ B_ `eUT_ TUZbTU_ U^cQbaeU U^` QdSeIQbi VQ_ \U^QS_ ^cTUkQSW^%eUTUcUb
`UWUSdQ_ U^d TUdUd_ YQTQ% QcUQTU XUSX_ _ ^_ '

8_ ^U W^TU e^QQTUSeQTQS_ ^cYTUkQSW^ TU Ucd Qce^d_%XU TUcUWQb\Qc cW^Y^duc S_cQc'

\: c] ei UFYTU^d%aeU^%_ ^bUc` USd_ Qe^QS_cQSei QUh^d^SQ Uc Y^QYRU UYTY^_ \eRU] U^dUS_ ^USdQT_c S_ ^
QW_ aeUi QdU^U^% XQd^Y^_ UH^d^SQ%Q UH^d^SQ TU UcQS_cQ Uc ^USucQbQ 6aeUcU `eUTU_RcUf Qb%_ c TQd_c
cW^Y^duc3

*' =U_RcUf QT_ Q^dUc%W^Q UH^ \SQSW^ TU\Q ^QdUQ] Q TU\Q ^USuc^YTQT^TU aeU U^S_cQc aeU XQ^` QcQT_%ce UH^d^SQ` QcQTQ Uc
QX_bQ ^USucQd_3i QXQRU^T_ QcUW^bQT_ TU\Q UH^d^SQ%Uc TU] QcQT_ dQbTU_` QdQ SeQaeUb`_ c^RY^YTQT TU QdUkQSW^ U^UcU cU^dT_4
QX_bQ Uc Y^`_ c^RU aeU TURUbQcUb] sc aeU SXhd_ %aeU VQS_cQ XQ UH^dT_ '

+ GYQ QW^QS_cQS_] _e^Q` bUcSUS^SQ TY^YQTU\Qc f_ \SY_ ^Uc TUQW^duc \RbUc%aeU DkSUS^SQ%_ b\Qce`_ c^SW^ Uc
e^QS_cQaeUi QdU^U^% XQSUdU] _`_ dU^Q\Q UH^d^SQ4i _`_ bUc_%QX_bQce UH^d^SQ Uc ^USucQbQ4QX_bQ Uc
S_] `Ucd] U^d Y^`_ c^RUcUbTU_dQ] Q^Ucd%aeU Ucd S_ ^SY_ Y^d_ `bUFY_ TURUbQcUb_ TURUbQ XQRUbCY^_ '

, 'HQ] RY^ ^Uc] ei] Q^YUcd%aeU\Qc S_cQc aeU Ucd ^YTY^_ \eRU] U^dUS_ ^USdQT_c S_ ^_ dQc S_cQc aeU c_ ^ ^USucQbQc%_ ^Qce
fU] Uc ^USucQd_`6] UY^TQaeU\Q`b`_ c^SW^Sei QfUdQT Ucd ^USucQbQ] U^d WQSY_ ^QT_ S_ ^_ dQ`b`_ c^SW^%aeU Uc
^USucQbQ] U^d SXhd_%Uc U^cu] Y^] _Uc ^USucQbQ] U^d SXhd_`9USb\ S_ ^dQd_ cUcd e^QS_ ^dQ^NSW^3cUcdW^ ^UWsd%aeU
TUSb%aeU\Q WQSW^ Ucd YTY^_ \eRU] c^RU] RQW_ ^_ \eU QcU^Y^_ aeU `eUTUcUbb_d_` GYUc_%Q UH^d^SQ TU\Qc SeQuc Ucd
YTY^_ \eRU] U^dUS_ ^USdQT_ S_ ^QW_ Sei QUh^d^SQ Uc ^USucQbQ QX_bQ%Uc U^cu] Y^] _`_ Uc ^USucQd_%W^d_ `SUC` eUTU
`_ c^RU] U^d _`_ UH^d^Q` Ucd QbTUaeU\QS_ ^UW^YTY^_ \eRU TUce UH^d^SU^SGYU QRceld_ ^_ cUQ UFYTU^d%aeU U\USd_bZej W^U^_ '

-' B_ Uc] U^c UFYTU^du%aeUcYXQ e^S_ ^Sij Ynd `bUFY S_] `Ud_%UWdb %U YQYRU TU\Q UHcd~SQ VdbbQTU\Qc f_\SY_ ^Uc
TU QW^du] _bQuc%QS_ ^reQSW^%Qd e^QSYUdbQ^YQYRU UYT^ _eRU S_ ^UW^U^du Uc_c QS_ ^duSij Ynd ci aeU
DduSUSQ4i aeU` _b_ dQd_% _bQc_ RcUfQSY_ ^Uc Q^duY^Uc%Uc_c UFU^d c c_ ^UFU^d c ^USUcQbY_c4cU^T_ YQYRU U
YT^ _eRU] U^du S_ ^USdQTQS_ ^Uc_%ei Q UHcd~SQ Uci Q% _b_ aeU QX_ bQ Uc ^USUcQbY_% ^_ `eUTU TUZbTU XQRUbcY^ '
9USW^S_ ^Sij Ynd `bUFY_ Uc SYUdbU YQYRU% c^U] RQW_ VQS_ ^UW^TU UFU^d S_ ^S_ ^Sij Ynd `bUFY_ TU aeU Uc
TY^ _eRU i VQYRU^Uc] ei QRcbT_ ' DQd QW^ Qb_ %UdbQ_] Y_] _ aeU QW^ QbaeU ^_ XQ_ ^YV^Q S_ ^UW^ ^USUcQbY U^du e^Q
`b_` _cSW^ aeU cUS_ ^_ SU YQYRU] U^du `Qd cubfUbtQT% ce cubSYUdb U^fUbtQT^ 9U] Q^UcQaeU cU` eUTU TU] _cdQb
`UbuSdQ] U^du aeU cYXQ_ QW^ ^S_ ^Sij Ynd YQYRU TU Vdbb c f_\SY_ ^Uc %U UFU^d Uc ^USUcQbY_4_ %U^_ dQc `QQRbQc%aeU Uc
Y_] _cRUU% Ub_ U UFU^d TURU \UWQbQ` QcQb D_bcy^ _Uc Y_] _cRUU% Ub_ aeU` eUTU cubTU _dQ] Q^UcQ^U^d ^SUC ^_ Uc
Y_] _cRUU% Ub_ aeU \Q` b_` _cSW^ aeU QW^ Qce VdbbQfU^YTQ Q` QcQb% _` eUTU QX_ bQ cubfUbtQT^ B_ Uc Ucd QRcbT_ U^U
] Y_] _%aeU ^_ Uc Y_] _cRUU% Ub_ aeU ^_ TURU bQ cubQX_ bQ XQ_ fUbtQT U^UcQ` b_` eUcdQ%aeU QX_ bQ cUS_ ^_ SU YQYRU] U^du Q
cubfUbtQT^

≠E eU ^YV^ ^QS_ ^duSij Ynd Vdbb `eUTU cubSYUdb] U^du S_ ^Sij TU Q^du Q_ %ei Q UHcd~SQ Uci S_ ^rWU^du% c^ ^USUcYQT TU d T_%
`eUTU cub` b_RQT_ ` _b_ dQd_4Uc Y_] _cRU aeU e^QS_ cQaeU cU cQRU SYUdb] U^du QSeQaeYbY^duUd c^ `beURQc' Ge` _Ub_ S_ ^dQY_%
Y_] _\SQ e^QS_ ^dQ^SSW^3` _baeU` _be^QS_ cQaeU cU cQRU SYUdb] U^du QSeQaeYbU^du^TY_ Ynd %Uc `Qd aeU cU QfYTU^du` Qd aeU Q
S_] `bW^W^` Qd aeU e^QS_ cQcU QfYTU^du` Qd SeQaeYbU^du^TY_ Ynd aeU Uc_] Y_] _%_] _` Qd aeU \QS_] `bW^W^ TU fUbQ
UFYTU^SQ TU aeU` Ub_ ^YV^Q S_] `bW^W^ %UWQ^ YSUQTQ% eUTU fUbQ UFYTU^SQ T_ ^TU ^_ \QXQ 4` _b_ aeU Uc_] Y_] _%_] _
`Qd fUbaeU` Qd cub_ aeU ^_ _ Uc^ M` _b_ dQd_%YXQ_ QW_ TU fUbtQT aeU Uc QRc_ led] U^du c^ `beURQc%aeU \QfUbtQT Uc
QRc_ led] U^du Y_] _cRU TU S_ ^_ SUB^TU d_] Q^UcQaeU Y_] _\SQ e^QS_ ^dQ^SSW^ce` _UbaeU cU cQRU

DUb_ cYXQ_ QW^ ^UFU^d Vdbb %ei Q UHcd~SQ Uci S_ ^rWU^du%e^ d TQ \QBUSUcYQT% Q UHcd~SQ VdbbQTU UFU^d Uc
QRc_ led] U^du c^ `beURQc' GYXQ_ QV^Q UFYTU^SQ TU U_] %U^U aeU cube^_ TU Ucd c T_ c d^ _c% QcUQ Qed_ bUfYTU^SQ_
`beURQ4e^QS_ cQ UFYTU^du TURU cubUFYTU^du U^cu] Y_] _4_ UFYTU^du U^_ dQS_ cQbUc TU S^% _bQ UFYTU^du bUQSW^S_ ^_ dQ
S_ cQ DUb_ e^QS_ cQ VdbbQ%ei Q UHcd~SQ Uci c^ d TQ ^USUcYQT% eUTU du^ub ^YV^ ^_ TU Ucd c d^ _c TU `beURQc' B_ `eUTU
cubUFYTU^du` _bcu] Y_] _% _baeU cY_ Uc% eUTU cubQX_ bQ S_ ^_ SY_ % _b_ aeU QX_ bQ Uc `Qd cubfYcd_ U^VQS_ cQ] Y_] Q4ce
UHcd~SQ` bUcU^du% VQ ^USUcYQT TU ce ^QdbQ^ Qb` Ub_ dQd_ tcd c cU_ ` _^U^QVce` _cSW^ GUce` _^U^dQd_ aeU \Q
S_ cQ ^_ du^U UHcd~SQ QdbQ Ucd ` _bfUcU4i dQ] RY^ aeU ^_ Uc TU ^QdbQ^ Qd S_] _` Qd cub ^USUcQbQ] U^du UHcd~du
`Qd U Vdbb 3TU] _T_ aeU ce UHcd~SQ VdbbQ ^_ Uc UFYTU^du` _bcu] Y_] _' MU^cUW^T_ VdbbQ] _S_ XQ_ ^YV^Q
`beURQ_ UFYTU^SQ U^ SeQaeYb_ dQS_ cQ% UFYTU^SQ TU bUQSW^S_ ^_ dQS_ cQaeU Uc UFYTU^du4HQ] RY^ ^_ _bUcd_ Uc
S_ ^dQY_ QVce` _cSW^ GUce` _^UaeU QX_ bQ XQ_ ^QTQ UHcd~du% ^_ UaeU \Q UHcd~SQ VdbbQTU QS_ ^duSij Ynd
S_ ^rWU^du Ucd S_ ^USdQT_ ' D_bUcQS_ ^UW^ TU cdei Uce S_ ^rWU^SQ% ce` _^U \QBUSUcYQT^ 9U Ucd] _T_ cU
TU] eUcdQ%aeU XQ_ U^VQ ^QdbQ^ Q TU \Qc S_ cQc QRc_ led] U^du ^YV^Q UFYTU^SQ TU \Q UHcd~SQ VdbbQTU Uc UFU^d %
aeU Uc S_ ^rWU^du%e^ d TQ \QBUSUcYQT%e^ YdQ UFU^d ^_ cUQ% ^YQ UFYTU^SQ ^Y beURQ M` _b_ dQd_ VQS_ cQ U^ bUQYQT
^_ Uc UFYTU^du4i Qcu^ `eUTU cubfYcd_ QcubUFYTU^du% %

8_~cYUdUJ_c Ucd_ U^e^UdJ_`\'_Ge`_~WQJ_c aeUXQSUYS`_] YcUdUSUd`c cUcUdQV_c%`_ XQRUQ`~VW^_d_ cub%eY_ U_Gub9Y^4i` leUW`
UcdJ` e^T_% QWk^SeUb_ _` Ue` ubd_ U^` QdSeQbQVfUJ_ S_] YJ` QTU\Q`~QTQ`QVUHyd^S`Q%` \Uf`Q`U^`cue^Q`~QdSeQbQV` QI` VQV`bJ` Q` QdSeQbQb`
d`T_ U\` U^`QRc`led_ 8_~d^VW^S`Q%eY`~VW^e`Q` bJ`Se` QVW^TU9Y`c%` SeQaeYub`dQ`SQecQ%U^VQ` QdubQ4cY`~VW^e`d^` TU`Ve`TQJ` Urd` _` bJ` w`
TU`ce` UHyd^S`Q4_` SeQaeYubTU` U^TU`S`Q%` S_`~UHyW`U^`QRc`led_ S_`^SeQaeYubS`_cQ`Q`dubY`bJ`M_`TWY`%aeU`cYUcd` cUce`_`~U%`_` XeR_` UfYU`S`Q`
TU`UcU`Uf`Urd` TU`Q`dJ` Q`_` B_` XeR_` UfYU`S`Q`TU`aeU`cU` eUTU`fU`bU`^VQ`S`_cQ`] Y` Q4` _`bVQ`S`_cQ`U`^`cU`_`bU`] _` Urd`%`_` \` Ucd` M`^` XQRUQ`
UfYU`S`Q`TU`aeU`` QdQ`clubf`Ycd` U^`SeQaeYub`dQ`S`_cQ4` QdQ`VQ` beURQ`U`_`dQ`S`_cQ`%Uc` bUQ`S`W`S`_`^`dQ`S`_cQ`S`_`Ub`_`TbX`Q`bUQ`S`W`Uc`S`_`~VdQ`Q`VQ`
ce`_`c`S`W` B_` XeR_` UfYU`S`Q`TU`Q`dUc`%TU`aeU`Ucd` YRQ`Q` QcQb4` _`bVQ`ce`_`c`S`W`%`_` XQRUQ`~VW^e`Q`bJ` w`_` _`bVQ`aeU`TURU` QcQb4`^`leW`bTU`
_`dQ`S`_cQ`%` U^`leW`bTU`~QTQ` M`cYUc` QcU`Urd` ^`S`Uc`d`TQ`VQ`S`_cQ` Q`dUc` Ucd`~UHyd` Urd`~VW^e`Q`Uc`%` \`] Y`] _`%`_`^`bUc` U5d` Q`Uc`_`i` _`dQ`S`_cQ`
``c`R`Uc4`^` XQRUQ` bJ` _`~TU`bQ`Y`~%`_` Ue`_`_` U`f`Q`_`bce` UbdY`b4i` _`_`bJ` dQ`d`%`QTQ`TU` _` aeU`_`_`TbQ`clubTU`e`^` Ue`_`_` f`Q`_`b` QdQ`TU`dJ` Y`Qb`
SeQaeYubUrd`Y` Y`Urd`' @Q`S`_cQ`Ucd`QRc`ledJ` Urd`cY` beURQ`%` QRc`ledJ` Urd`YS`_`W`_`cS`R`U`] ^`Qe`] Urd` TU`VQ`S`_`] ^`bU`e`W`%`_` TU`VQ`
S`Q` Q`S`T`QT` TU`T`Y`Sub`b`%`_` dU`U`d`T`U`S`Q`%` ^`_` XQ`SU`~VW^e`Q`Q`S`U`%`Q`S`Q`T`Y`Sub`b`c`W`^`c`_` UfYU`S`Q` TU`aeU`%`aeU`cUQ`^`_` Qe`] Urd`w`dQ`d`4cU`eY`
cU`Qe`] Urd`Y`V`Y`dJ` Urd`_` : Qe`] Urd` TU`VQ`V`U`bJ` Q`TU`VQ`f`Ycd` eUTU`dU`ube`Q`dU`T`U`S`Q`Q` Ubd` Y`b`T`Y`Sub`b`VQ`UfYU`S`Q`aeU`Ucd` \U`Z`c`] eS`X`
=>9%` _`bJ`e`TQJ` Urd`Y`f`_`leS`bQ`TU`^`VQ`~e`R`Uc`i` VQ`_`c`Seb`T`QT4` Ubd`^`_` dU`U`d`T`U`S`Q`Q` Ubd` Y`b`T`Y`Sub`b` beURQ`T`_`TU`^` VQ`XQ`' GY`Q`f`Ycd`
Y`V`Y`dJ` Urd`V`U`bU`%` VQ`S`Q` Q`S`T`QT` TU`T`Y`Sub`b`V`Y`V`Y`dJ` Urd`V`WQ`TU`%`aeU` Ubd` Y`b`S` fU`bd`T`_` aeU`XQ`%` _` QdQ`fU`bQ`VQ` U`bU`SS`W`%` S`_`^`VQ`S`Y`T`QT4`
cY`UJ` RQ`bW`%`_` dU`U`d`T`U`S`Q`U`^`QRc`led` _` QdQ` Ubd` Y`b`aeU`e`^`club`T`Y`Sub`b`aeU` beURQ`aeU`^` Uc4cY`_` _`bU`S`_`~VdQ`Y`%`dU`U`e`Q`dU`T`U`S`Q`Q`
` Ubd` Y`b`T`Y`Sub`b`S``^`WQ`^`Sub`bJ` QaeU`^` XQ` _`d_` aeU` Ubd` Y`b`S` fU`bd`T`_` aeU`XQ`%` _` QdQ`fU`bQ`VQ` U`bU`SS`W`%` S`_`^`VQ`S`Y`T`QT4`cY`UJ` RQ`bW`%`_`
dU`U`d`T`U`S`Q`U`^`QRc`led` _` QdQ` Ubd` Y`b`aeU`e`^`club`T`Y`Sub`b`aeU` beURQ`aeU`^` Uc4cY`_` _`bU`S`_`~VdQ`Y`%`dU`U`e`Q`dU`T`U`S`Q`Q` Ubd` Y`b`T`Y`Sub`b`
S`_`^`WQ`^`Sub`bJ` QaeU`^` XQ` _`d_` aeU` Ubd` Y`b`S` fU`bd`T`_` aeU`XQ`%` _` QdQ`fU`bQ`VQ` U`bU`SS`W`%` S`_`^`VQ`S`Y`T`QT4`cY`UJ` RQ`bW`%`_` dU`U`d`T`U`S`Q`U`^`
QRc`led` _` QdQ` Ubd` Y`b`aeU`e`^`club`T`Y`Sub`b`aeU` beURQ`aeU`^` Uc4cY`_` _`bU`S`_`~VdQ`Y`%`dU`U`e`Q`dU`T`U`S`Q`Q` Ubd` Y`b`T`Y`Sub`b`S`_`^`WQ`^`Sub`bJ` Q`
aeU`^` XQ` _`d_`

➡Ge`_`~Ub`VQ` V`e`b`bQ` f`_`V`S`Y`~Uc` TU`Q`W`U`dUc`] _`bJ`Uc`^`_` clubUf`Urd`c`^`U`S`Uc`Q`b`_`c4`_%`_` aeU`Uc`_`] Y`] _`%`_`c` Uf`Urd`c` aeU`^` Ue`
Y`] _`_`c`R`U`W`%` Ubd` aeU`^`_` eUTU`fU`bU`bQ` QcQb4i` cY`UJ` RQ`bW`%`e`_`_`~Ub`aeU`9Y`c` S`U`bJ` Urd`U`Uc`S`_`^`_`SU`TU`Q`dJ` Q`_`%` S`_`^`_`SU`
d`TQ`VQ`VQ`S`_cQ`c4Uc`ce`_`_`~UbU`S`_`^`S`Y` Y`Urd` TU`9Y`c` Ue`YS`_`] `QdR`U`S`_`^`U`VQ`] Y`] Q` DQ`Q`aeU`T`U`S`Y`%`aeU`9Y`c`eY`TeTQ`%` cY`aeU`
d`TQ`S`_`~VdQ`Y`%`cQ`RU`aeU`e`Q`S`_cQ`f`Q`Q`clubY`VQ`Y`R`U`%`aeU`%`Q`] Y`] _` dU`] _` aeU`cQ`RU`aeU`Uc`_`_`bJ` S`_`~VdQ`Y`%`dU`U`e`Q`dU`T`U`S`Q`Q`_`cY`UJ` Urd`%`
`eUTU`^``club`_`%Uc`ce`_`_`~Ubce`S`_`^`S`Y` Y`Urd` YS`_`] `QdR`Uc`S`_`^`U`] Y`] _`4_` aeU`e`Q`S`_cQ`aeU`cQ`RU`%Uc`S`_`] `V`dJ` Urd`
YS`_`^`cY`dU`dU`S`_`^`dQ`S`_cQ`aeU`cQ`RU` : c`_`] Y`] _` aeU`T`U`S`Y`%`aeU`Q`X`_`bQ`cQ`RU`aeU`e`Q`_`b`_`_`c`S`W`^`cUQ`TU`S`U`bJ`f`U`b`T`QT` Y`VQ`Y`R`U`%`
aeU`t`_`cQ`RU`aeU`Uc` TU`VQ`f`U`b`T`QT` Y`S`U`bJ`S`_`~VdQ`Y`%`dU`U`e`Q`dU`T`U`S`Q`Q` GY`e`^`V`e`b`b` f`_`je`^`dQT` Ue` dQ`^`cY`d`TQ`^`U`S`Uc`Y`T`QT`%`aeU`~QTQ`Y`] Y`TU`%` Ubd`^`
`eUTU`club`Urd`^`S`Uc`VQ``b`_`_`c`S`W`^`aeU`Q`V`Q` Qce` UHyd^S`Q`V`e`b`bQ`Uc` dQ`^`Y`S`U`bJ`%`aeU`~QTQ`Y`] Y`TU`%`eY`_` aeU`VQ`f`U`b`T`QT` TU`aeU`
`eUTU`VQ`V`Q``_`bS`_`] `V`dJ` M`cY`9Y`c`S`_`^`_`SU`d`TQ`VQ`S`_cQ`c`%`_`cQ`RU`aeU`Ucd`^`_`_`c`S`W`^`cUQ`_`_`bJ` dQ`d` Y`S`U`bJ` M`aeU`Uc`
YS`_`] `QdR`U`S`_`^`ce` cQ`RU`^`T`_` aeU`Uc` f`U`b`T`QT` Y`VQ`Y`R`U`4i` dQ`^`YS`_`^`cY`dU`dU`S`_`^`ce` Y`VQ`Y`R`U`Q`cQ`RU`^`TQ` TU`aeU`Uc` S`U`bJ`' GY`Q`S`_cQ`
cUQ`TU`X`U`S`X`_`S`_`~VdQ`Y`%`dU`U`e`Q`dU`T`U`S`Q`Q`_`f`U`Q`cU`%` Z`j` VQ`aeU`cUQ`S`_`~VdQ`Y`%`eY`^`f`U`VQ`S`_cQ`S`_`] _`c`_`^` GY`^` Ue`^`U`S`Uc`Q`b`_`clubU`S`Q`c`_`
Urd`^`S`Uc`Uc`_`_`c`R`U`aeU`~e`^`SQ` eUTU`club`i` cYUc`_`_`c`R`U`aeU`~e`^`SQ` eUTU`club`%`9Y`c` cQ`RU`aeU`_`_`c`R`U`U` Urd`^`eUTU`^`_`club4i` aeU`
Uc` cQ`RU`baeU`VQ`_`b`_`_`c`S`W`^`aeU`Q`V`Q` Qce` UHyd^S`Q`%`_`c`R`U`U` Urd`%`eUTU`^`_`club`S`U`bJ`4i` aeU`Uc` cQ`RU`baeU`VQ`f`U`b`T`QT` TU`U` Ue`
Y`S`U`bJ`4_` aeU`cY`TeTQ`Uc`YS`_`] `QdR`U`S`_`^`ce` cQ`RU`bS`_`] _`e`Q`S`U`bJ`f`U`b`T`QT` GY`f`_`V`S`Y`~Uc`c`_`^`U`^`cu`] Y`] _`c` Q`S`_`^`dU`S`Y` Y`Urd`c`
S`_`~VdQ`Y`%`dU`U`e`Q`dU`T`U`S`Q`Q`_`^`S`Uc`^`_` Ue`e`^`Q`V`e`] Urd` TU`VQ`_` U`bU`SS`W`^`TU`S`_`^`S`Y` Y`Urd` U^`SeQaeYub`cY`^`T`_` QdQ`
TU`dJ` Y`Qb` UbdY`bJ` Urd`aeU`f`Q`^`Q`club4cY`_` _`_`bU`S`_`~VdQ`Y`%`e`^`Q`V`e`] Urd` TU`VQ`Y`W`_`bQ`^`S`Q`i` U` Ubd`b4`_`_`baeU`clubQ`T`Y`Sed`%`
aeU`ce`_`_`^`U`aeU`VQ`_`b`_`_`c`S`W`^`cUQ`S`U`bJ`Q`

aeU U^ce`b`YQ^Qd^bQ\j Q% S_~cYUbd^T_d TQc\Qc S_cQc%Wc YSYUd i S_~d^VW^dU^9 USb^W^dQ SQc_%aeU 9Y_c`eUTU
dU^ubV_bj Qc TU S_^SubQ5_~dUSj YU^d c S_~d^VW^dUc aeU^`eUTU S_~SURb^Wc bTUse\4`_b\ dQ^d_%_] _`QdQTUSb%
`QcQaeU 9Y_c cQRU S_~dQ^SSY_~Uc`QcQ cubf UdtQT%_bTURUbQj _c cQRUj _c4_ aeU cU^ QaeU e^Q S_cQ Uc SYUbd% Q
] Yc] _dUj _`ct aeU^`cUQ SYUbd%Qe^aeU^`_TUj _c S_~SURb^SWj _4`_baeU^`dU^U V_bj Q TU cQRUb\ aeU^`_TUj _c
S_] `bU^TU b 8_b\QbY`*`6`Qd^bTU\ aeU cU XQ_RcUbf QT_ Uc UfY TU^dU^aeU\ c TUSbUd c QRC_`led c TU 9Y_c^`c^`] sc
YS_] `QdRU S_~\Q\VRUBDT Xe] Q^Q^Q SQecQ TU SeQaeYUb^USUcY QT TU UfU^d`%aeU cU TUc` bU^TU TU Ucd c TUSbUd c%aeU
U S_^SYj YU^d`bUfY QRC_`led TU 9Y_c`9 URYT_ QaeU\Q bUQSW^U^dU U UfU^d i SYUbd S_^SYj YU^d`bUfY%Wc S_] _
YVQYRU U YTYe`VeRU P%_] _U^dU U UfU^d i e^TUSbUd QRC_`led': c TUSb%aeU^`Uc] sc Yj _`cYRU P^aeU U UfU^d i U
TUSbUd ^`TURUbQ^`_~UcU TU QSeUbT_ U^dU cU^TU aeU U UfU^d i U 8_^SYj YU^d QRC_`led Q TURU^Ucd bU^TUc QSeUbT_`
@S_`uHw^U^dU U UfU^d i U`bUfY S_^SYj YU^d Uc QRC_`ledj U^dU`UbU Sd_%_b\Qce`_cSW^3`_baeU cUce`_~P^aeU\Q
SubUj Qi \QY^QYRYT QT TU S_^SYj YU^d Uc QRC_`ledj U^dU`UbU Sd` McYU^T_ QcU^Q SubUj Q^`cU`eUTU Qe] U^dQb i`_b\
dQ^d \Q S_`uHw^U^dU U S_^SYj YU^d i S_cQ S_^SYTQ%`cU`eUTU Qe] U^dQb TU] _T_ aeU cYe^TUSbUd`eUTU QvQTbQ
Q`bUcSU^SQ%`_U^QRC_`led Q Qe] U^dQb Q S_`uHw^U^dU aeU cUQ] sc YVQYRU U YTYe`VeRU GY^`VeU QcU^Q SubUj Q TU
S_^SYj YU^d`_TbQ cubQe] U^dQT`_`b\Q Q^SW^TU e^TUSbUd 4_ SeQ Uc S_~dQbY Q Qce`_cSW^%aeU Uc%aeU U
S_^SYj YU^d Uc QRC_`ledj U^dU`UbU Sd_%

=Q dQ^dYj _`cRYTQT%Y^ aeU\Qc S_cQc aeU c_`^S_^SYT_c TU Q^dUj Q^`YVQYRU P^TURU cub%_ \ aeU Uc\] Yc] _%
dQ^WdQ^`USUcY QT TU ce UH^dU^SQ V^dbQ%_] _cYU UfU^d i QcU UcSbRYUb`~% VeU S_^SYTQi \UTQ`_bd_T_c\Q
Xe] Q^YQTQ^Q dQ^f c TU d TQc\Qc UTQTUc Q^dU^bUc% ^`XeR_] sc \Q S_`uHw^U^dU`VeRU i`_UbU Sd`_`cYRU U^dU\Q
UcSbUdbQ i \Q S_cQ UcSbUd : ^`dQ SQc_%UbUdYj _`cYRU U SQc` TU VQ\Q TU \Q UH^dU^SQ%_] _cYXeRYUbQ UH^dU^ i Qai
e^TUSbUd _`_`eUTU XQSube^UfU^d] sc cUW^bQ% sc ^USUcQbY aeU Ucd`

M`_b\ dQ^d`%YXQ QW^Q^QdUc D^bUcSU^SQ% QaeU cU XQTUj _cdQT_ \QXQ %U^d`^SUC BUSUcY QT TU S_`uHw^ i \Q S_`cUSeU^SQ^`
Uc U^QRC_`led YS_] `QdRU S_~QW^Q\VRUBDT aeU U X_] RbU% SeQaeYUb`dQ S^Qd^bQ^fY^VedQ MQ`Qd^bTU QXucU`eUTU TUTeSb%
aeU\ c TUSbUd c QRC_`led c%aeU^`TU d T_ Qe] U^dQ^Q^`USUcY QT%`_c^YS_] `QdRUc S_~\Q\VRUBDT aeU U X_] RbU Wj QW^`
SeQaeYUbQ TU T^SXQc SeU^dQc%_] _aeU XQSU^TUSbUdw^`USUcQbQ TU UfU^d`% \QXQSU^d dQ] U^dUj _`cYRU cY^ aeU TURU \UWQbQ
`QcQb D_b\ dQ^d`%Y\ c TUSbUd c QRC_`led c c^YS_] `QdRUc S_~\Q\VRUBDT TU X_] RbU S_] _QW^dUj _`bQ% ce \VRUBDT U^e^
UcdQT_ TU \VRUBDT S_~T^SY`^Q% SeQaeYUbQ aeU cUQ\Q\VRUBDT aeU U W^ecQ%`_ Uc QSQecQ TU SeQaeYUb^USUcY QT aeU\Qc TUSbUd c
QRC_`led c Y^UdU^`

: \9b K XdRi ce`_~P^Qd e^QWdQ^T^UdU^SQ U^dU U S_^SYj YU^d`bUfY TU 9Y_c% cec TUSbUd c%`^bUc`U Sd Q\Q^USUcY QT TU \c
Q5_~dUSj YU^d c V^deb`c` : ^ce 9YcSelc`_c_RbU\ c SY S_`e^d c%#` - 0 - % S^%Q^SU^Q`bUcSU^SQ TU 9Y_c^`dU^U Y^UeU^SQ QW^Q U^`
^UcdQ Q5d`^c`& ^SQc` TU 9Y_c%T^SU aeU%_bUfU QSW^Yj UTQdQ^fQ U U S_^SYj YU^d TU SQc` TU SeQaeYUbUcdQT`_ \Qc Q5SY`^Uc TU
X_] RbU%UdUj YS_^SYj YU^d TU U\ c dU^U^QW^Q Y^UeU^SQc_RbU cec Q5SY`^Uc5 GUM^bQj U^dU`Y^Ue^`_U^Q\^SbUcUd S_^SYj YU^d _`
USXQ QW^Q Q\Qc S_cQc aeU cQRUj _c% QcQaeU cUQ^`] sc cUW^b c% sc Q5SUC_bY`%TU_ aeU`_TbQ^Ucd bUc^t\ 6X_bQ^bUcSU^SQ U^`
9Y_c Uc U S_^SYj YU^d`8_] _\ dQ^d %U S_^SYj YU^d _`dU^U Y^UeU^SQc_RbU\Qc S_cQc aeU c_`%_b\ aeU dQ] _`S_`dU^U S_^SYj YU^d
`bUfY`_c_RbU\Qc S_cQc aeU cUc` M^U^S_`cUSeU^SQ^U S_^SYj YU^d`bUfY TU SeQaeYUbQ5SW^aeU`eTU bQ cubTU`dQ] Q^UdQ\VRUB%`
`eUTU QdUcb`TYe] Y^UcUcQ\VRUBDT`

TUSbuj TU\Q UUSW^Uc`_Tub_c_i Qsdf_% S_] `bu^TU\Q`bu QdQSW^i Uh`_cSW^TU dQUc] UTY_c%_] _
`b`TeS^s e^VedcdQRi Q U^T^&D_b\ dQd` XQSUaeU^ XQ QSSY^Uc ^USUcQbQc` bu^SU^SQ TU 9Y_c`i MQ UcdU
`b`wcyl`%#` -0, '\$SYQ QCbWU^Uc%#` ^TU T^SUB IQ` bu^SU^SQ TU 9Y_c ^ Uc \Q SQecQTU\Qc S_cQc VedeBQc%
`Ub_ ce RYU^UcdQb VedeB_ Uc \Q SQecQTU\Q` bu^SU^SQ TU 9Y_c aeU fQ^QcUb i @ 7\Q^S^#` ^TU T^SUB UcdQ Uc
VQ bu^ _eSW^] sc f UbtQTUb_ TU UcdQ T^WSe\ dT%aeU` bu^SU^SQ ^ Uc \Q SQecQTU aeU\Qc S_cQc Ucd ^ VedeB_4
`Ub_ ce VedeB_ Uc club\Q SQecQTU^ \Q aeU cu` bu^f ^ 9U\Q] Yc] Q` Q^UbQ%u 9b 8\Qd` %u^ ce TU] _cdQSW^ TU
clubi _c QdbRed_c TU 9Y_c%# 2. &22'\$ M U Qed_b TU\Q YRUbQT TU\Qf_e^dT%u 9Y_c i \Q SWQSW^%
XQR\QT_ S_ ^U`b`wcyl`%_] _ S_ ^U 9b K XYRi %

6 d_T_ _ aeUi_ T^bQaeU_ aeU cu T^bUTU S_ ^ S^ Y^d`%e ^ d^ubY^eU^SQ U^ \Q S_cQ S_ ^ S^TQ` QdQaeU cuQ ^USUcQY`%_ Uc
^QTQ Q` b`wcyl`%YdQ` _ S_ QUSQ U^QRc _led_ U bQ _^Q Y^d` Q^ubY`b MQ cuQ D^b^SU^SU cuQ \Q S_cQ aeU XQSU SQc_ ^USUcQY`
_ ^_% QdubU SQc_` @` bu^SU^SQ Y^QYRU` eUTU` b`Rcb\Q ^USUcYQT TU SQc_ S_ ^ S^T_ TU Q^dU Q`_% c^Y U] RQW_ ^` eUTU
club_ aeU XQSU aeU \Q ^USUcYQT` GYU S_ ^ S^ Y^d` `bu^Y_ cuQ QRc _led`Ucd_ TU] eUcdQ U SQc_ TU aeU cu cQRU aeU Uc ^USUcQY`%
_ TU] eUcdQ aeU Uc Y` _c^RU% Ub_ aeU U UfU^d_ TURU club^TU e^Q] Q^UbQe _dQ`% Q cuQ] UHQ^d e^TUSbuj % TU QW^e^Q _dQ
] Q^UbQe^YXQ QW^e^Q _dQ] Q^UbQ3` _baeU%_] _cuT^Z_ Q^dUc`%Uc QRc^bT_ TUS^b^aeU e^Q`b`_cSW^Uc S_ ^ S^T_` _bcUbc^
TeTQi f UbtQT Y^QYRU^aeU QX^` eUTU bu^eVdb` _c^RU] U^dU _ Uc SYbuj`

@d_dQYQT TU\Q VebQ Q` Q^u^d TU UcdQ UfQcW^bQ^NSQ U^Ucd_4aeU^u^Q] UHQ^d U^SYbuj S_ ^ S^ Y^d` `bu^Y_ ^ SQecQe^UfU^d_ cuQ
^USUcQY`%_] _e^TUSbuj XQSU^`b\ dQd`%_` bu^RQaeU cuQ ^USUcQY`%_] _e^TUSbuj XQSU Dub_ ^ XQ e^Q VebQ Q U^UcdQ T^SecW^
`_baeU Ucd S_ ^cd^eT_ U^ce d_dQYQT U^UcdQ ce`_cSW^%aeU ^QTQ` eUTU`b`Rcb_ cuQ e^Q UfYU^SQ TU aeU cuQ ^USUcQbQe^Q S_cQ` Ub_ _
aeU dU^U e^Q Y^eU^SQ SQecQ` QdQaeU Qcu cuQ Dub_ Ucd_ ^` eUTU club] Q^dU^T` GYQW^ ^ S_ ^ S^ Y^d` `bu^Y_ TU \Q UH^dU^SQ VedeBQTU e^
UfU^d_ ^ cuQ` aeU`b` bQ Ucd fUj XQSU aeU cuQ Y` _c^RU aeU VQ\QbQ\Q UH^dU^SQ c^Y U] RQW_% eUTU% SYbuj U^dU TU] eUcdQ%aeU Uc
Y` _c^RU aeU VQ\U TU\Q] Yc] Q^e^Y U] RQW_% aeU fY^U Y` _c^RY^TQT` GYD^b^SU^SQ ^ cuQ \Q SQecQ^e^Y_ U UUSd_ TU UcdQ Y` _c^RY^TQT`eU
`eUTU TU] _cdQbaeU UH^dU dU Y` _c^RY^TQT`dQd_ S_] _cYcu dQdQ TU\Q SQecQ : c d^VebU U QW^e] U^d_ TU UUSd_ Q\Q SQecQ^Q` QdbTU Q
SQecQ Q UUSd_ : c ceV^U^dU^aeU e^Q UH^dU^SQ^aeU Ucd_ TUCd^QT_ TUC TU Y^QYRU] U^dU%` eUTU VQ\QbQ^eYUcQ Y` _c^RY^TQT ceWU TU \Q
D^b^SU^SQ` Uc Q^ubY`bQ\Q] Yc] Q : c d^UfYU^dU aeU SeQaeY^bS_cQ` eUTU club^aeU Uc Y` _c^RU aeU e^Q S_cQ^aeU Uc Y^QYRU] U^dU
S_ ^ S^T_` QdQ club f UbtQT^TU RU TU] _cdQbaeU ^ Uc SYbuj 4D_b\ dQd`%uH^dU e^Q ^USUcYQT aeU TURU club TU _dQ] Q^UbQ4cYU S_ ^ S^ Y^d` club
VQ SQecQTU Ucd ^USUcYQT`% VQ ^USUcYQT TU \Q SQecQTU S_ ^ S^ Y^d` : c d^UfYU^dU aeU SeQaeY^bS_cQ` eUTU club^aeU Uc Y` _c^RU aeU e^Q
S_cQ^aeU Uc Y^QYRU] U^dU S_ ^ S^T_` QdQ club f UbtQT^TU RU TU] _cdQbaeU ^ Uc SYbuj 4D_b\ dQd`%uH^dU e^Q ^USUcYQT aeU TURU club TU _dQ
] Q^UbQ4cYU S_ ^ S^ Y^d` club VQ SQecQTU Ucd ^USUcYQT`% VQ ^USUcYQT TU \Q SQecQTU S_ ^ S^ Y^d` : c d^UfYU^dU aeU SeQaeY^bS_cQ`
`eUTU club^aeU Uc Y` _c^RU aeU e^Q S_cQ^aeU Uc Y^QYRU] U^dU S_ ^ S^T_` QdQ club f UbtQT^TU RU TU] _cdQbaeU ^ Uc SYbuj 4D_b\ dQd`%uH^dU
e^Q ^USUcYQT aeU TURU club TU _dQ] Q^UbQ4cYU S_ ^ S^ Y^d` club VQ SQecQTU Ucd ^USUcYQT`% VQ ^USUcYQT TU \Q SQecQTU S_ ^ S^ Y^d`

H_T_ S_ ^ S^ Y^d` SYbuj % Qcu dQdU TU S_ ^ S^ Y^d` `bu^Y_ TUC`et c U^U S_ ^ S^ Y^d`% U S_ ^ S^ Y^d` S_ ^ S^] Y^dU^TU] eUcdQ
VQ S_cQ S_ ^ S^TQ QX`bQ Q^Uc ^USUcQY`^TU e^Q] Q^UbQe _dQ_ TU] eUcdQ aeU Uc Y` _c^RU QX`bQ TURU club TU _dQ] Q^UbQaeU
deU^s` Uj Yd` \YRU] U^dU^aeU D^b^SU^SQ ^ TU] eUcdQ aeU e^Q S_cQ Uc ^USUcQbQ ^Y^e^Q 9Uc`et c TU] sc TU S_ ^ S^ Y^d`3` Ub_
TUC`et c U^U S_ ^ S^ Y^d`%aeU Uc SYbuj U Y^QYRU^TU] eUcdQ aeU QX`bQ U XQ f eUd_ Y` _c^RU% Ub_ aeU \Q`b`_cSW^S_ ^ S^TQ
TURU club f UbtQT` 9Uc`et c TU SYbuj S_ ^ S^ Y^d` TU] eUcdQ aeU Uc QX`bQ^TU e^Q] Q^UbQe _dQ`%UWQbQ club Y` _c^RU% Ub_ aeU \Q
`b`_cSW^%aeU` bu^NSQ UH^dU^SQ` QcQTQ U^U UfU^d_ %TU RU club f UbtQT` M_] Yc] _SetbU

SUbd S_^Sj Yrd `bfY TUj _cdQ%aeUQX_bQ^Uj] Urd TUaS_^Sj Yrd %k%TUe^Q] Q^UkQe _dQ%eUS_`fYUd^U^
Yj `c^RU%Ub aeU\Q`b`_c^SW^aeU`bUTSQ\Q\Hxd^SQ\vedbQ^U^SQc_%fURUclubfUbtQT^@^USUkYQT TU\QfUbtQT TU\Qc
`b`_c^SY`Uc%aeUS_`c^dU^U^QYj `c^RYQT Q5dbQ TU\QYHxd^SQ\TU\XUSX_QXj QT_%^Qj R_c SQc_c%k U\duU^_
Yj UYQd TU\QSUBj QTUA S_^Sj Yrd 4^`eUTU XQRub^YV^QSUBj QTUA S_^Sj Yrd c^U\Q

HU^UaeUXQRube^QSUBj QU^Qc S_cQc] Yj Qc^Q^Uc TUaeUcUQ^S_^SjQc c^TeTQ% \ aeU Uc \] Yj _%UcQRUaeU Uc
SUbd' DQdSUBj QTUA S_^Sj Yrd Uc _dQ S_cQaeUcQRub TYcSub^b\QSUBj QaeUXQ U^Qc S_cQc] Yj Qc%aeUc_^
S_^Sj c' D_b\ dQd TURU XQRube^QSUBj QU^ aeUcUQe^duU^ TU SUBj QTUA S_^Sj Yrd % aeU`bUcd S_cQc
cecSU dRUc TUclub S_^Sj `QdUcdQcUeb` M^ XQ^ Q^TQ] sc aeU\Q^USUkYQT TU\QfUbtQT S_^SjQ% aeUcUQ
Yj `c^RU%eY aeUTURUclubfUbtQT 4^U^ _dQc` QQRbQ%QS_`Uhw^Vj UUY^QYRU UrdU U^ceZd i U^ bUTSQ_ TU\Q
`b`_c^SW^aeUS_`dU^UcQfUbtQT H_T SUBj QTUA S_^Sj Yrd S_`c^dU^U^Qf^cdTU\QVj Uj QTU UcdU bUc`USd` HQ^
SUbd S_^Sj Yrd `bfY TU\Q\Hxd^SQ\vedbQTU SeQaeYbQ5_`dUSj Yrd TU 9Y_c%k ce f^Y^TU\QS_`Uhw^Vj UUY
YTYe`eRU TU ceZd i U^ bUTSQ_ TU\Q`b`_c^SW^aeU QXj Qce UHxd^SQ\vedbQ : \dUj Q Uc aeU`c^RU UfUrd 4U
`bUTSQ_ Uc ce UHxd^SQ\vedbQ%Ub cYQ UHxd^SQ\vedbQ UcdQbVj Uj Urd UYTYe`eRU Urd S_`USdQT_ S_^UcUfUrd %
Urd `SUc\Q\Hxd^SQ\vedbQTU UcdUfUrd Uc `USUcQX` G9Y_c cQRUSUbd Urd\Q\Hxd^SQ\vedbQTU e^UfUrd aeU Uc
d dUj Urd S_`d^VUrd%`eUTU`_c^RUj Urd ^ clubYrd `SUc%aeUfUe^QS_`Uhw^Vj UrdU e^ceZd i e^`bUTSQ_ aeU
^ Ucd ^S_`USdQT_c Vj Uj UrdU SeQ Uc e^QS_`dQTSW^ 9UZ aeU\ aeU U 9B K XdRi T^SUaeU Uc SUbd %aeU Uj Ub
S_^Sj Yrd ^ QUSdQ\QS_cQS_^SjQ% QdQaeUcUQ] sc cUeb`] sc vedb` Dub`eY Uj RQbW`fYV`eUce` _`ui
TUj eUcdQ\ aeUXQ aeUclubi Q^Qd vedb i TUduj YQT_4Uc TUS%`USUcQbQ Urd vedb` : \S_^Sj Yrd TU\ vedb %
ce` _`Uvedb 4i e^SUbd S_^Sj Yrd TU\ vedb %e` _`USUbd vedb %Q^dUSUTU^TUaeUSUbd c S_^Sj Yrd c' Dub` _
XQ` _dQ SUbd` _`fU^TUe^QS_cQ^Q^dUSUTU^TU\QSUBj QTUA S_^Sj Yrd %TUe^QYj `c^RYQT% Ub Q^Uc TUaeU\Q
S_cQ UcdUfUbtQTU 4^% aeU Uc \] Yj _`Q^USUkYQT TU UfUrd`

=UTUcUWQbe^QS_cQ] sc4aeUcYUc S_] _ Uc_c UcsbU bUc Q^Uc] U^SY`QT_c ce` _`U^%aeU\Q`bUcSY^SQ TU 9Y_c ^ Uc \Q
SQecQ^eY U\UUSd TU\Q\Hxd^SQ\TU UfUrd S_^Sj TU Q^Uj Q^4Ucd Uc dQ^UZ_c TU] _cdQbaeU UcdU S_^Sj Yrd
`bfY`%` _`Q5dSQYUbb\Q^USUkYQT TU\Q\Hxd^SQ\TU UcdUfUrd %aeUcU] eUcdQ] sc RY^Q S_`dQX`%Uj Q`bSQbYQT
D_baeUTUj eUcdQ\Q\Hxd^SQ\TU UfUrd aeUcU UcdUfQ`_bUcdQfUdi Vj U^aeU Uc S_] _ cYi QXQRUcY 4` eUcd aeU^U^
UUSd %aeU U^ bUQTQT i Q\HxdU4ce UHxd^SQ\vedb i QXQdY^Y`Y^eU^SQi UWSQSQbUQ% cUXQ`b TeSY e^UUSd %Q
cQRub D^UcSY^SUBHxdU U\UUSd i Q4i S_] _ U\UUSd ce` _`U\QSQecQ% TU`U^TU UrdUj Urd TU U\Q%_b\ dQd %k
S_] _ cYU UfUrd vedb %aeU Uc \QSQecQ% QXQRU UHxd` : \UUSd Uc Vj US_] _ cUQ`_c^RU% QaeU dU^U\Q`_cUcY^TU
Q\Hxd^SQ% cUXQ QcUebQT TU U\` Dub` U\UUSd ^` eUTUclub] sc Vj Ui UcdQRUaeU ce SQecQ^eU % \QbQ w^ : \
UYWY ^` _`eUTUclub] sc Vj UaeU\Q^e^TQSW^

> QdQ^ecdQ UcdQ SeUcdW^4ce` _`Vj _c \Qc Q` QdU^SQc i \Qc Yj sWU^Uc TU\Qc S_cQc U^e^fQc_%_bUZj ` \`%e^dUcS_`Y` bUUSd b%
cU^T` _c UUSd c bUQ Uc TU`c SeUb`_c SUUcdUc #QTYcd^SQi V^UQ TU\Qf^cdQ%aeUcU QcUj UZ^3cYUc QcU^Yd `SUc%b_] UcdQ
Yj sWU^Uc U^U dUcS_`Y` XQ^dY^Y` e^Q\Hxd^SQ\UQ` QcQT_% Uc S_`fUbt S_] _`UdUj UrdYj `c^RU QX`bQaeUTURUclub\
S_`dQX` TU\ aeUXQ^UHxd`_4QcYaeU

cYU^T_ U\c_c fUbtQTub_c UWSd_c TU_c SeUb_c SUUcdk aeU cU QcU] UZQ~%kcd_TU] eUcdQ\Q UHcdU^SQ TU Uc_c SeUb_c SUUcdk QcubcdQ^ buQ%~YQYRU%~%U] U i ~USUcQbQ% QaeU\Q UHcdU^SQ TU Ucd_c UWSd_c4Q aeU cU Ucd S_~USdQT_ S_~% d_dQ] U^du% TU U^TU^T_ TU\Q_dQ d6X_kQ ce`_~VQ] _c UHcdU^SQ VcdkQ%~TU e^Q] Q^UdQ e_dQ% QdQ du^ubY^ueU^SQ`_c dUdY b% QdQ` b_TeSb UWSd_c TU Q^du] Q^_% SQecQ UHQScdU Y sWU^uc` UWSd_c TU cu] Yc] _c U^e^fQc_% Y Q^_c Q^du TU aeU UHcdU^SQ%~%~^d TQc Qc UTQTUc Q^duY^bUk4` U_b_ cY^U] RQbW_ aeU UcdQc Y sWU^uc c_~^UWSd_c buQUc TU UcdQc UHcdU^SQ VcdkQ%~TU U^TU^du` UWSdQ] U^duU^% cU S_~USdQ_ S_~^ce SQecQ : cd_c UWSd_c i \Qc Y sWU^uc aeU du^u^ UHcdU^SQ buQ i Q du^u^Q%QSU^aeU\Q SeUcdU^TU ce UHcdU^SQ` UWSdQ] U^duVQ] U i UcdQRU% QRc_vcdQ] U^du Y`_~cYRU TU cubTU_dQ] Q^UdQ i Ucd` beURQ%~%_ _ U^U _d_ UZ] `_ %aeU\Q UHcdU^SQ TU\Qc S_cQc%aeUc_~^cec SQecQc%~% RY^Uc Y^eQ] U^du cU^eb_%~%U] U i ~USUcQb_4i aeU Uc`_~bY^eQ Y`_~cYRU% U_b_ aeU TURUbuQcU%~%_ _ cYXeRYUdQ^cY_ i Q% QaeU cec UWSd_c du^u^ M cYU^veUQbTU Y] sWU^uc U^e^fQc_% ce`_~U] _c_c UWSd_c Q^duSU^du TU cubY^TUc` UWSd_c TU U\Qc U^VQ] U^du TY^YQ%aeU XQ^UHcdU` Q^uTUcTU d_TQ\Q UduY^QT% aeUc_~^dQ^QTUSEQTQ] U^du_c UWSd_c%~%_ _ fUbtQTubQ i `b_`VQ] U^du buQSY^~QT_c S_~^ce SQecQ%~%SQc_~^_ cU QdUdQ

CdQ S_cQaeU cU XQT^S_`_~bQV^~c Qd Y^Q^_c QdQTUc` UMQb\Q^eUg QTU_ aeU cU Y`_~ecQTUcTU\Q` buCSU^SQ TU 9Y_c%~^dQ S_~^d^eQS^~TU\Qc f_~YsY^~uc TU Q^u^du] _bQUc%~%k Q Ucd`_~b` wcd_4 E eU SeQ^T_ cU XQRQTU\Q` buCSU^SQ TU 9Y_c%~^XQ e^Q UcdSdQ S_bUSSW^U^~eUcdQ] Q^UdQTU XQRQb i aeU cYRU^Uc fUbtQT^aeU XQ U^9Y_c U S_~^S Y^du] sc` UWSd_ TU d_T_c_c UfU^d_c TUcTU cYU] `bu i `QdQcYU] `bu^eY U] RQbW_%~^XQ dQ S_cQS_] _ Q^du i e^TUc` et c U^9Y_c%~^eY_ aeU fU d_TQc Qc S_cQc S_~^ e^`e^d_ TU f^cdY] edQRU` UWSd_%~^eY^~V^~ceSUcY^~SQ Ucd` buc`eUcdQ3

* GU XQTU] _cdQT_ i Q%aeU d_T_ U S_~^S Y^du SYUd` beURQ\Q ~USUcY^QT TU S_~^Sub\Q fUbtQT4i QcUQ Q^du%~TUc` et c_ Q] Yc] _ dU] `_'d6` UcdQTU aeU Uc SYUd`aeU^_ XQ ceSUcY^U^U S_~^S Y^du TU 9Y_c%~^Q] Q^UdQTU ce S_~^S Y^du Uc YS_~SURRU` QdQ^_c_d_c%~^eY U] RQbW_%~^b_ dQ^d_ Uc_ aeU cQRU] _c QSUSQ TU U\Q%aeU XQ ^~V^~SQc_% QcQT_% bucU^du` _bfU^~%aeU 9Y_c Uc cYU] `buY^SYUd` Be^SQcU^e^SQ^eU i ^e^SQcUbs cY S_~^S Y^du Y^QYRU TU U\Q^t\cYU] `bu fU\Q UHcdU^SQ TU aeU cUQ SYUdQ U Y^QYRU MS_] _ cYU] `bu fU\Qc S_cQc dQ S_] _c_~^U^buQY^QT4`_b_ dQ^d_%~^e^SQ Uc U^buQY^QT SeQaeY^bS_cQS_~^d^V^duU^~dQ cU^d^%~%_ _ aeU`_~cYRU] U^du` eUTU ceSU^baeU ^e^SQ TU UHcdU G^~^cU^d^ UcdSd_%~^XQ S_~^S Y^du` bu fY TU 9Y_c%~^k`_~baeU UcdQc S_cQc%aeUc_~^U^Vcd`_ QdQ^_c_d_c%~^kcd^~d` bucU^du Q 9Y_c%~%_ _ cY Q du^u^ UHcdU^SQ bi Uc_ Uc dQ^d_ S_] _ TUSY%aeU_c Vcdk_c UfU^d_c Ucd^~cYU] `bu Q\Q f^cdQ TU 9Y_c%~%_ _ Uc UfU^du^dQ%~% cU^eb_% Uc ~USUcQb_%~%_ _ cY Q_ UcdQR^ GY^ XQ ^e^SQ e^] _ U^d_ U^U aeU\Q UHcdU^SQ TU UfU^d_~_ Ucd` bucU^du S_~^ 9Y_c%~^du` ~SUc ^e^SQ XQ e^] _ U^d_ U^U aeU^_~_ Uc dQ^d_ Y`_~cYRU` QdQaeU VQ\U TU\Q UHcdU^SQ%~%_ _ cYce UHcdU^SQ UcdY^UdQ` bucU^du% i QcU fU^U^Q` QcQb

9Y_c fU b\Qc S_cQc TU] Q^UdQd` UWSdQ U Y^QdUQRU] U^du% QaeU^_ XQ ceSUcY^U^cec Y^TUc`_~Z^YsY_%~^Y` Y^TU^eY_ aeU^_ Uc `b_`VQ] U^du QX_bQ^~^VQ] U^du TU 9Y_c%~^e^Q SYUdQ i `UWSd_ S_~^S Y^du TU\Qc QSSY^~uc] _bQUc TU_c X_] RbUc%aeU Q^_c U^S_~^dQ] _c%_~bQdQ%~^e^SU^duQbTU Q^_c4i Qe^VQ_RZS^~ce`_~U Ucd4i `b_ dQ^d_ SYUdQ] U^du^_~Y` Y^TU^eY_ aeU%_~b\Qc bQ_~^uc Q^duY^b_ U^du UH`eUcdQc%~^Uc`_~cYRU QX_bQ UcdQc QSSY^~uc] _bQUc^_~TURU\U^MQbQ` QcQb

GQRU] _c%aeU 9Y_c S_~^SU TU Q^du] Q^_VQc VcdkQc QSSY^~uc f_~e^~dQ^Qc TU_c X_] RbUc%~^dQ cU^d^%~%_ _ aeU Uc SQ Q^ TU` buTUS^c_RbU d_T_ U\c%~^Uc U^U^Qb^~QcubW^Q^QTQ%~%_ _ Q] U^eT_~_ XQ XU^X_4i `b_ dQ^d_ aeU\Q S_~^U^u^~USUcQbQ%aeU UHcdU U^du U_8_~^S Y^du TU 9Y_c i U UfU^d_ S_~^S Y^du`

TU] eUcdQaeUUAUFUrd_cUQ^USUcQdY_TUQrdU] Q^%_]_ cYUAS_^S] Yrd_TYr_ cUUS_~dQQR^U^UA] Y_]_ cUrdT_ QrdUc TU
UFUrd_%QaeU\Q^BUSSW^_ \QcSbXbQUC' GYUAS_^S] Yrd_cubYQYRUUWrd^SUC\QUh^BUcW^TU\Q] Y_ QU^Q^BUSSW^
UcSbd_ Uc YQYRUU4UcTUSY%Q^ e^QBUQSW^UrdYUQYRUUaeU\Q^BUSSW^UcSbd_ i UAUFUrd^McYUc QcuWrd^SUCUcY] `^cRU
aeU^e^SQTURUclubTU_dQ] Q^UcdQ^aeU\Q^BUSSW^i UAUFUrd_TURU^_~UcU TUQSeUd_3i Ucd_Uc_] Y_]_ aeUTUSY%Uc
Y] `^cRUU^e^_ aeUUAUFUrd_TURU\UWQbQ^QcQ3i UcdQUC\Q] Y_]_ aeUTUSY%aeUceUrdQQTQ^QcQbUc^USUccQb^S6cuaeUc
UFYUrdP^aeUi QaeU^_XQ^ceSUCW^S^BUSeQ^U^Q] UrdTU9Y_c%_XQSU^YV^Q^QdUQSW^U^SeQrd_Q\Q^USUcYQT TU\Q
UHcd^SQTU_cXUSX_cS_^ST_c' Gd%

+: cd_Uc d^~UzcTUTURUQb\Q^beURQ^fQTQ\QY] `^cYXQT TU_cQS_~dUS] Yrd_cVedeb_cS_^ST_c%_fU^bQ^QcQb%Q
aeU UcdQRU\UQc bQ_~Uc QrdU^b] UrdU^eUcdQc%] eUcdQ\QSQQT TU\QUFYU^SQ D_b%

#'\$@] Y_ QbQw^%`_baet UAS_^S] Yrd_TU9Y_cUc c^ceSUCW^%Uc%_baeU Uc QRC_led] Urd^UBUSd^W^UA] Q_b
WQT_`^cRUUTUSQQTQT i SUBUj Q_H_TQc\QcS_cQc%QcUQ^QcQTQ^BUcUrd_`_bfU^b^e^U^T_fYd_cS_^Q] Y_ QUFYU^SQ
i `U^YET4Vedeb_QcS_cQcCUFU^S_^dQdSQQTQT%_]_ cYUcd^fYUdQ^BUcUrdUc4\QfYcdUcCU] `BUU^Q^UBUSSW^
QRC_led4i QRC_led^UBUSSW^S_~cdQdUQT] YU^YV^Q^QdUQSW^% QcuXQ^ceSUCW^4\QUHcd^SQBUQTU\QS_cQS_^STQ%
^_cYU^SQU^QRC_led_Qe] UrdQb_QvQbQ\QSQQTQT_ SUBUj QTU_S_^ST_39Y_c\Q] QQ\QcS_cQc aeU^_c_~%_]_ cY
Vedeb^4dT_cU\c_c^e^_S_^t\S_]_ cYi QXerYUdQ^UHcd^T_ G^U] RQbW^W^UcdU^T_Se] Urd_S_~cdU^U^QVedeb^4QTU\Q
] Q^YUcdQSW^QrdUcTQTQaeU Ucd^Y] `^cRUaeU\Q\Qb\QUHcd^SQ%_]_ cYi QUHcdUdQ^: cdQ_RZSW^W^U^VedebTU
TURUQbUAQW] Urd^%UcdQRU\UaeU^Q\Qvej] scVedeb^4`_baeUce`_~UaeU Uc QcuU^UUSd^%aeU\QUHcd^SQTU
QS_~dUS] Yrd_cVedeb_cUcd_Q\QfYcdTU9Y_c dQ^S_]_ cYi QXerYUdQcY^%aeUSeQ^T_fYU^U^BUQ] UrdTUUHcd^%_XQSU
VQ] U^bQdUQSW^_fQdQSW^U^ceS_^S] Yrd_TUUA_c'

#'\$@_RZSW^cURQcQU^QY] edQYQT TUAS_^S] Yrd_TU9Y_cUcUc\QY] edQYQT TUAS_^S] Yrd_aeUXQSUaeUcUQc^ceSUCW^
DUB_Ucd_TU] eUcdQ] scTUUSdQ] SQdQ] UrdU_aeUYcYd^U^QcQRUBaeU UcS_] `UdQ] UrdY] `^cRU_cQS_~dUS] Yrd_cS_^ST_c\Q\Qd
TU\QUHcd^SQ D_bcyUc_Vedeb`^cRUUWrd^SUCe^SQ] RY_U^UAS_^S] Yrd_i \QfYW^TU\QcS_cQcTU9Y_c^aeUd`^cRU D_baeUcYU
UFUrd_S_^ST_^_TURU^UrdQbU^UAclub%_]_9Y_c_Uc^UdQ^%Wrd^SUCt\^fUcdQ^QcuRQSQ] RQbce] Urd^fUcdQceQrd^Ueb^4i `b
dQ^^XQRbQSQ] RY_i \QceSUCW^U^ceS_^S] Yrd^DUB_S_]_9Y_cUcY] edQRU^UcY^YQd] UrdY] `^cRUaeUGe`e^d_TUfYcdTURU
clubSQ] RQT_4`_b_aeU Uc%_b\Q] Y_ QbQw^%Q^Y] `^cRUaeUUAUFUrd_S_^ST_TUQrdU] Q^_^TURUUHcd^4i UAaeUclubY] `^cRUU^UA
] scQd_WQT_4i `b_dQ^Uc^USUcQY_UAS_~dQY^BQTQUC] scY] `^cRUaeUUA9Y_cY] edQRUaeUTURUclubSQ] RQT_%_b\QceSUCW^TU
dU] `^4aeUS_] BU^TUdTQc\QcS_cQc^fUcTUcYU] `BUi `QdQcYU] BU^U^e^% sc`UBUSdQ%\QfYcdYQdUQRU4TU] _T_aeUdTQceTebQSW^
UdubQUCYrdUj YQRW^fYdU^H_dQ^Y] eUd^UBUSdQD_ccUccY': ^WU^UdQ%_^_TURUd^Urb] YUT_QTUSbaeU^_XQ_dU_BU] QWU] tdb5_
`b`_cSW^aeUcUQ% scSQ_Q TUUcd^6dTU] _cdQSW^%aeUcUWb_DBUcSU^SU TU\Qc_f_YSY^UcTUQW^UdUc] bQUcTUaeU9Y_cUc
YS_] `QRUUS_^e^8_~dWU^SQTUUcd_cUFUrd_c%_]_Uc c^rdTQ^USUcYQT4i `b_dQ^UcYS_] `QRUUS_^Q^S^W^Qj YQ^_TU\Q
YRUUQT TUcTUcYU] `BUi `QdQcYU] BU^U^e^% sc`UBUSdQ%\QfYcdYQdUQRU4TU] _T_aeUdTQceTebQSW^UdubQUCYrdUj YQRW^fYdU^%
H_dQ^Y] eUd^UBUSdQD_ccUccY': ^WU^UdQ%_^_TURUd^Urb] YUT_QTUSbaeU^_XQ_dU_BU] QWU] tdb5_`b`_cSW^aeUcUQ% scSQ_Q
TUUcd^6dTU] _cdQSW^%aeUcUWb_DBUcSU^SU TU\Qc_f_YSY^UcTUQW^UdUc] bQUcTUaeU9Y_cUcYS_] `QRUUS_^e^8_~dWU^SQTUUcd_c
UFUrd_c%_]_Uc c^rdTQ^USUcYQT4i `b_dQ^UcYS_] `QRUUS_^Q^S^W^Qj YQ^_TU\QYRUUQT TUcTUcYU] `BUi `QdQcYU] BU^U^e^%
] sc`UBUSdQ%\QfYcdYQdUQRU4TU] _T_aeUdTQceTebQSW^UdubQUCYrdUj YQRW^fYdU^H_dQ^Y] eUd^UBUSdQD_ccUccY': ^WU^UdQ%_^_TURUd^Urb] YUT_Q

8_b\QdY_ '+' 9U QXuaeU\QT_SdbnQTU\c SQfY^cdQ%W^b\QSW^S_ ^\c TUSbUd_c QRc_je_d_c TU9Y_c%_ d_T_c YVbbb^YVb^Q\QdY\QT
U^] sc S_cQc%aeUUFYU^U] U^U cUTUbfQb^TU\QT_SdbnQTU\c dW_W_c] sc Qd YQ^Qc%aeU bUS_ ^SU^VQ_] ^cSU^SQTU9Y_c%
i DlkSU^SU e^fUcQ' D_b\ dQ^d_%d_TQc\Qc_RZSY_ ^Uc aeUcUXQS^U^S_ ^dQTU\QT_SdbnQTU\c SQfY^cdQ%W^b\cU^QT_TU\Q
T_SdbnQTU=_RRUc TU\Q ^USUcYQT% \QT_SdbnQTUcd\6QTU\Tucd^_%U^SeU^dQ^] sc U^S_ ^dQTU\QT_SdbnQTU\c SQfY^cdQc%
aeUce`b`YQT_SdbnQBi`_b\ dQ^d_%`_kQsdSQcUS_ ^fYUdU^U^Uc_c dW_W_c%Q`VQ^dQbQ`b_dkdQ_S_ ^dQ\c SQfY^cdQ%W^b\UcdQ
SeU^dQ

8_b\QdY_',' D_b\ dQ^d_d_T_c\c QdVb] U^d_c TU\c Qd YQ^c%aeU`_cU^VQ_] ^cSU^SQTU9Y_c%W^S_ ^dQTU\QT_SdbnQTU\Q
Y^SQ QSTQT TU\c X_] Rlk ^_ bWU^UkQT_c`Qd\UfQbQSQR_ \Qc_S_ ^TSY_ ^Uc TU\QcQfQSW% _\c] Q^TQd_c TU9Y_c Sei Qc V^SY_ ^Uc
Uc`VbQUC% U^S_ ^dQTU\QT_SdbnQSQfY^cdQTU\QVbQSQUNbQ 4`_bUcdU] _d^_%aeU UcQc T_SdbnQc%Qe^aeU`_ce`_U^Q\c
X_] Rlk QUcdQbRQZ_ ^YVb^d^_ TU\UcdQbSSW^_S_QSSW%^e^U] RQbW%^e`_UbaeU`_b^USUcYQT%TUURUSQbQ ceU^' Mcec
QdVb] U^d_c U^S_ ^dQTU\Q ^USUcYQT TUf_je^QTUc TU\c X_] Rlk^d] QTQTU\QbQ_ ^QR^YQT TU\c S_] Q^T_c%b] UcQc i
Q] U^Q Qc TU9Y_c% \QcY^SUBITQT TUcec S_ ^cUz_c UYfYQSY_ ^Uc4i d_TQc\Qc_RZSY_ ^Uc S_ ^dQSeQaeYbT_SdbnQc TU\c SQfY^cdQc
S_] _cubYS_] `QdRU S_ ^\Q\RUUQT Xe] Q^Q%_baeU^YUdU^ ^USUcYQT49YV^d_T_c Ucd_c QdVb] U^d_c i_RZSY_ ^Uc TURU^cub
ZcdQ] U^U UcdQ] QT_c fQ^Qi Vb_f_Q%b_] _fY^U^T_ TUU\c4cY^T_ T^bW^TQS_ ^dQce`b`YQT_SdbnQ^QcUS_] _S_ ^dQ\QTU\c
SQfY^cdQc'

GUSSU^L>=>

Gyce`_~U]_c aeU\Qc f_YSY_ ^Uc TUQW^dUc] _kQc QUcdQbS_ ^USd^_c S_ ^SeQaeYbS_cQ^dUSUTU^dU% _^%e^U] RQbW%
TURU^cub^USUcQbQc U^e^cU^QT_ dQ_S_] _`QdTUbRQbQ\RUUQT 6h YQ^Q

8QTQ Qsd_ TU\Qf_je^QT dU^U e^QSQecQ%_ ^_ \ dU^U GYdU^U e^QSQecQ%U^d ^SUc%TU QSeUbt_ Q\ aeU i QcU XQ
TU] _cdQT_%_ Uc S_ ^YVU^dU% Ub_ ^USUcQb_4U UWSd_ TUcub^USUcQbQ] U^U TU^U^YU^U i S_] _S_ ^cUSeU^SQTUce
SQecQ%TUZ] aeU\QSQecQcUQ\ aeUXQb' GYQSQecQ Uc\Qf_je^QT] Yc] Q%_bQsd_c aeU U^VU^ Q^dUSUTU^dUc i
TUdUj YQ^dUc4cY^T_ U Qsd_ SQecQT_ TUdUj YQTQTURUcube^UWSd_ ^USUcQb_': \Qsd_%aeU Uc U UWSd_ TUdUj YQT_ TU
Qsd_ Q^dU^baeU Uc ce SQecQ%_ `eUTU^Y `UTb\QUNbY^SQTUce SQecQ^cY_ aeUTURUcubd_dQ] U^U ceZd_ Qce
TUdUj YQSW^i] Q^T_%dQ^d_S_] _\c] _fY^ YU^d_c TU\Qc] Q^c i \c `YUc' @c S_ ^cVbYU^dUc _bTU^QT_ Qsd_c TU\Qc_ ^d^
`QcY^Qi cYUc ^USUcQb_%W^b\QSW^S_ ^U Q^dUSUTU^dU TUdUj YQb\c Qsd_c%QaeU\Qc `QdUc TU SeU^_c_ ^\Qc aeU
TUdUj YQ^VQc f_YSY_ ^Uc i \Uc] Q^TQ^ M`_b\ dQ^d_%Yd_T_c\c Qsd_c \Rlk TU\Qf_je^QT_c_ ^d_T_c\c UWSd_c
TUdUj YQT_c TUdUj YQT_c`_b\Q`b`YQf_je^QT%Uc TUSb`_bU^SSW^ Q^dUSUTU^dU^Q S_ ^d^eQSW%^d_T_c U\c c_ ^
^USUcQb_c4d_T_c U\c Ucd^ceZd_c Q% TUS^Y Q] U^U VQT_c`_b\U Qsd_ Q^dU^b^baeU Uc ce SQecQbU^U Qsd_ TU TUdUj YQb
cu] Yc] Qd`Qd aeUTURUcubTUdUj YQT_ i VQT_`_b_d_ Qsd_ Q^dU^b^b^YUc e^Qsd_ \RbU i f_je^QbY 4i QcUTURUcub
^USUcQbQ 6cuaeU`_bUcd_%d_T_c\c Qsd_c \Rlk TU\Qf_je^QT_c_ ^USUcQbQc%_ ^_ `eUTUcub\RUUQ] U^c aeUcUQ^
^USUcQb_c3`_baeU ^_ `eUTU^cub\RUUc%TU QSeUbt_ S_ ^\Q^ ^SW^Qd YQ^_ TU\Q\RUUQT%Q] U^c aeUcUTUdUj YQ^`_b\Q
f_je^QT4i Ucd_ TURUcubTUdUj YQT_`_b\QU^SSW^ Q^dUSUTU^dU^baeU Uc ce SQecQ%Uc UkeUd ^USUcQb_ M^c^U] RQbW_%U
ceU\TUSb^Q ^USUcYQT Uc d_dQ] U^U YS_] `QdRU S_ ^\Q\RUUQT' 6cuaeU%_bce UcaeU] Q%

Dub_cYcUd.] Q\Q_dQ`QduTUA\TU] Q^aeU_c Qsd_c \VRUdt TU\Qf_je^dt ^_ du^u^e^QSQecQ% Ucd^S_~USdt_c S_~^QTQU^
QRc_led_aeUfQTUQ^dui \Uc TUduj YQ%S_~^U\VR^TU] Q^du^ubce 8_~^dr^VW^SQQTUSeQTQi QRc_ledQ% Ucd TURUclub`Udj Ydt_
TUclub`_c^RU4H_TQfUQ^_ fQQcUf^bQce deb`_ D_baeUcYQf_je^dt f^u^u^Q` QcQb`_be^Q` UduSdQ8_~^dr^VW^SQ% c^
^VVe^QSQecQU^QRc_led_%^rd^~SUC Uc S^Ud_%^YV^k^Qsd_ TU\Qf_je^dt%YV^k^Qsd_`buY_ TU Q] Q^aeU\QSQecQ%YV^k^Q
TUduj YQSW^_ \QUSSW^TU Q] QXQRU^YV^k^Q` QduU^Uc`_ @f_je^dt% U Q] Q^abQTU XUSX_ Udu] QTU_ ceSUTY_ Q
t\`_bQSSITU^du% Ub_~_ \eU\QSQecQ @f_je^dt ^_ Uc Qsd^_ U^QSQecQ_ \QTUduj YQSW^%eY_`ebQ] U^duUa ceZd_`QcY_4
Q.] U^_c^TU QSeUdt_ S_~^ce ^_ S^W^TU QSSW^i` QcY^: ^Ucd SQc_%^dr^VW^SQY` YTU d^rd \QTUduj YQSW^TU\Qf_je^dt%
S_] _e^QSQecQ Q`b`^QTQ4i U^SeQ^d Q\Qf_je^dt%Uk^~USUCQY_% ^_`_TUclubTU_dQ] Q^UkQ DQDQce`_~UbaeU`_Tad
XQRUbcY_ TU_d_] _T_%YQf_je^dt_ Q] QXerYUkQaeUdt_%Uc ce`_~UbaeU Ua Qsd_ TU U^TU TU e^Qsd_`buY_ TU UUSSW^_
TU`QSUB%Q S_~^dtQY_ TU_ aeU QX_bQ Uce`_~Q4Uc TU ce`_~UbaeU`_Tad XQRUbcY_ TU_dQ] Q^UkQ%Yce SQecQ XQRU
bTU^QT \ S_~^dtQY` Dub_ Ucd ^_ Ucd TU QSeUdt_ S_~^_ aeU ^_ du^u^SQecQ_ bTU^Q^duU^Q^ EeUTURU^club^USUCQbQc U^
SeQ^d Q Q] Q^aeUTU U^TU TU ^YV^k^Qsd_ \VRUdt Ua Q] Q3] Qc_~_ aeU Uc c^SQecQ%Uc TU U^TU^du TU ^YV^k^Qsd_ \VRUdt Ua
Q] Q4`_baeU%_bQce`_c^SW^%aeU ^_ TU U^TU TU ^QTQ% Ucd S_~USdt_ S_~^QTQ: ^dQ SQc_%U Q] QcUc_] Udu
^USUCbQ] U^du Q_ aeU dQU QSSITU^du TU`QcQ^TU fUj U^SeQ^T_%d^rd_ S_] _ \QduUkQaeU Ucd YQsd^Q%Uc_] Udu
^USUCbQ] U^du Q_ aeUSQU_c RUU UQ DUb_ Ucd ^_ S_~^ced S_~^Q ^_ S^W^Qj YQ^_ TU\Q\VRUdt^aeU Uc Ua`_ TUbTU
TUduj YQbcuU^cec`_b`_Yc Qsd_c% club_dQ] U^du Qsd^Q U^UQ^eY^Q` QcY^QT TU\Qf_je^dt% c^ceZSW^Q^USUCcY`&D_b
_ d^rd_% Udu^USU Q\Q8_~^dr^VW^SQ6j YQ^Q YTU Q TU\Q\VRUdt% c^YU] RQbW_%Uc YS_] `QdRU S_~^UQ AUW^cdQd_RcUf Qb
QaeU^aeU Ua Qed bTU\Q: ^cQ_~_c RUU\Q\VRUdt TU\Qf_je^dt%U^9Yc i \QSBQ^bQ%#`0/%00\$T^SU TU\QcY^eY^du] Q^UkQ @
`QQRbQ`_`bae^YTQT cYU] `bu cYV^V^SQ QW XUSX_ c^T^Uv`_: \Q Qbi c_`_bu TU T^Uv_ U^`_c^SW^T^UvSd U^du cU% \Q
_`_bae^YTQT ^eSQ`eUTU^Q` \SQcU QTUSeQTQ] U^du Q_c Qsd_c TU\Qf_je^dt^aeU Uc \QeU^du TU d_T_ U T^Uv_% aeU T^UvQ
`QcQUUW^bQV^e`_ aeU Uc S_~VUdu^%YXQ QV^e^Q S_~^T^SW^V^eSQce`Uk^bU^Ua_ aeU cU U^VU_~_4i cU T^UvQ` QcQTUduj YQbcu
Qe^Q S_~cQ^T_ ^TUcU`_b`_~^U^T_c S_~cQc% UduSdQ] U^du V^eQUC%Ua] Ub_ XUSX_ TU aeU_ XQb`DUb_ QaeU^ Q^USU e^VWQ^
TUCSeY`_ D_baeUcYQ XQRts \Q`bQ QfUkQTU d_T_ U T^Uv_%_] _t\T^SU^rd^~SUC%S^UdQ] U^du%_ Uc cYU] `bu Ua UUSd_ TU
T^Uv_4i _c Qsd_c TU\Qf_je^dt Qcu] Yc] _c QfUSUC du^u^aeU Qs_~^USUB^SeQ^T_ ^_ Rb d^TU T^Uv_4i`_b_ d^rd_ \UWQbQ
`QcQb`_bSQceQY^QT%UW^k^ce`_b`_Y TU V^V^W^TU`_b RQR^YTQT M cYQf_je^dt T^Uv_c` QcQUUW^b_ aeU ^_ UUW^b% T^Uv_c
`QcQTUduj YQbcu] Yc] _%S_] _t\T^SU^rd^~SUC cU T^UvQ` QcQTUduj YQbd_T_c cec T^Uv_c` @ aeU ^_c \UfQTU f^UdQTU e^
T^Uv_ Qe^T^Uv_ Q^duY bTU TUduj YQbaeU%Q_d_ aeU TUduj YQ4i QcuceSUCY^Q] U^du XQcdU Y^YV^d`_: \`bQ U bT^Uv_
TURUclub Ua UUSd_ TU T^Uv_ TU_ Q^duY_b% TU_ S_~^dtQY_ TURUclub`_bSQceQY^QT%U^ce ^_ S^W^TU\Q] Yc] Q

6aeucU`eUTU`_b`_~Ub_dQ Qdu^Qd^Q^UQ^Q\Q S_~U^W^TU_c Qsd_c TU\Q Q^duY_bS_~^QW_ aeU cUQce SQecQ%_
XQ] eSQQTU^U^SQ S_~^Ua_d_4aeU Uc3_ RYU^Q\VRUdt Xe] Q^Q`eUTU] ei RYU^TU`YU S_~^f_ \SY_~Uc UcdQ^T_
S_~USdt_c ^USUCbQ] U^du S_~^Qc_`Y Y_~Uc TU\Q S_] `bu^cW^% QcUc S_~^ced^rd S_~^Q^USUCY^QT4_ Uc YS_] `QdRU
S_~^i Q S_~^dtQY_ TU e^Q S_~^U^W^i BUSUCY^QT dQUc`_: \`bQ Ub_ Uc T^UvSdQ] U^du ceR^UcY_ TU\Q ^_ S^W^Qj YQ^_ TU\Q
VRUdt^aeU S_~^ced U^UQ QeCU^SQ TU d_TQ ^USUCY^QT M cYUcdU xQj_~_ clubU^W^T_c% cU`_eUTU TUS^b^aeU\Q\VRUdt Uc
YS_] `QdRU S_~^SeQaeU bS_~^U^W^~USUCbQ TU\Qf_je^dt S_~^f^cdQc Q^duY_bUc TU

S_] `bWcW%aeUS_~cYdU^Q QecU^SQ TU SeQaeYub^USucYQT TU\Qf_je^dT%QaeU U\ _Yj ` \SQ4U^d ^Suc \Q\VRubQT TU
Q] QS_~cYdU^~ QdU Q_ U^_cW^Q\VRubQT TU bUcdSSW%~Yj YQSW% U W_RYub_~%~cec Qsd^V%_b\QYdU^WU^SQ^~Q
\VRubQT i \QRU^Ucc QQScCbS_~dQbQ] U^dU Q\Qc_`Y^~Uc i UhWU^SQc TU\QS_] `bWcW%`_bS_~cW^YU^dU%Q] sc U Q] Q
dU^U TU UcdU TY^U^WQWUT^Ucc U^ce QScQSW%~ sc \VRubQT E eU QX_bQcUS_~cYUkQaeU\ aeU Ucd dQU U^~RU^~b^SY_Y TU\Q
\VRubQT Xe] Q^Q%~RbU d_T_ SeQ^T_ cU Ucd `~cUT_ i TY^VedQT_ U^ce `UdUSSW%QcQRUB e^Q\VRubQT i \QRU^Ucc S_] `UdQ i
`UdUSd` QdQ QScCb`_bS_] `Ud Q Q Qd^Y^Q] U^bUQSW^S_~% Q bUcdSSW^_ U W_RYub_`_b^SeQaeYubT^ScQ] U^TU\Q
bQ w^% SeQaeYubS_cQaeU cUQ Q^ bUXU^TYT_%~cYUkQT_% fYcd`_bU U^dU^TYj Y^d 4`_bcUbYS_] `QdRU S_~^Qc_RUbQ^Q
`U^Qi `UdUSd TU\Qf_je^dT c_RbU ce`b`Y 9: H: FA-B68-B: G@^_SW^Xe] Q^YQT XQS_~SURYT_ TU\Q@RUbQT%Uc e^
`_S_ TU TYWYQT_ `b^YUWY%QW TYW_ TU bUSQ] Qd Dub_ \ aeU\QTYWYQT_ `b^YUWY Ucd QXW^cUbU^bUWQT_ Qe^
8_~d^WU^SQ d^cQf QZU S_] _ UcdU% QdQcUb` UdUSd] U^dU i S_~cdQ^dU] U^dU_RYWQT_ QQScCbYbQSY^~Q] U^dU% dQ^d c^Y^Q
V^eU TU U^dU^TYj Y^d %~] _ cYd^f^Y bQ] _c ^YV^~% Ucd^d^Tuc`b fYcd TU` UcdU SW%~] _ U Xe] _ aeU Uc Yj `e^cQT_`_b
U fY^d

D6FH ➤

9_~TUcU`EWE^du cY9>8=C \RUbQT TU\Qf_je^dT S_] _ Qd Y^Q^_c Uc`UkQ%Ub^USUcQbY ACF6@
CF<6B>EAC%YteT%QQRQbi] U^_c`EUSY%

! 9C'

GUSYU^➤

: hSUU^SQ] _bQ TU9Y_c Uc ^USUcQbY%eY Uj RQWY%Yte_c i TWW_ TUU_WY'

=QRU^T_ S_~cYTUbQT_ U^ b] Ub_ aeU`b_`ec_%U^EUSY^QaeU\Q\RUbQT TUf_je^dT aeU Qd Y^Q^_c] Q^du^U^4QcQRUB%eY
dQ S_cQXQSUP%e^SQ_ XY_%Y^e^SQ`eUTUUhYcd%Qc_ QX_bQ\QcUWE^TQS_cQ`b_`eUcdQcUUb_RZU_ TU Yf UcdWQSY^Q
cQRUB GYdQ S\cU TU\RUbQT cUQdUaeYd `Qd\QcUW^SQ] _bQ\QfYteT i Uf^SY%U_WY_ i \QSU^cetQ%QdUS_] `U^cQ i U
SQcdW% S']_i QS_] U^j QbS_`e^QSUcdS_~cYTUbQSY^TU\QfYteT i \QcUW^SQ TU QW^dU] _bQ Ge`bU] _% \QeU^dU
d_TQ\Q6WU^SQ i \QfYteT'

: \9b K XYdRi U^ce 9YSetc_ c_RbU_ c SYs_ `e^d c%#DsW*-\$TSLB GYd TQc \Qc QSSY ^Uc Xe] Q^Qc c_ ^~USUcQbQc%YteT i U
f^SY TURU^du^ub^_] RbUc fQSU c4aeU cUQSQ`Q` TU ^QTQTU_ aeU Uc SU^cetQRU% U U_WY_ TUcUf Udx`_b_ aeU cU`eUTU
Se^ QbQe^Q` Utc_ ^Q` QdXQSUbCW_ \ aeU t\^_`eT_ UfYQ% Q_ZUj aeU TUcUf Udx U_WY_ cW_`_b_ aeU ^_`eT_ UfYQb DQdQ
U`b_`wcd_%_] _t\XQRiQU^jeWQdUc Y^e] UtcRUc4Uc`USQ] U^du U^ce 9YSetc_ c_RbU\Q\RUbQT TU\Qf_je^dT4] Q^du^U^T_
S_~cd^dU] U^du^aeU\Q\RUbQT ^_cW_ TU S_QSSW%eY_`_b^USUcYTQT%Uc Qrc_`edQ] U^du ^USUcQbQ%e^U W^TU QSSY ^Uc aeU
cUQTWW_ TU Se^ Q% TWW_ TU QcQcQ`j Q M Q Ucd QSeUd_%_] _Uc RYU^cQRU^%QT_Sd^Q QSeQ TU UcdSd Utc Qd Y^Q^_c%aeU%
U^WU^UdQ%Uc`Ucd%aeU ^_XQ fYteT_ Uf^SY%U_S_] `U^cQ SQcdW%QTQTWW_ TU U_WY_ Se^ QT_%eY Ucd\RUbQT M cY
Uj RQWY%U 9b K XYdRi #DsW,)) '\$`Ud YU^aeU 9Y_c Uc cY Ucd\RUbQT4i %Qd Y^Q^_c%_b_ aeU i_XU du^Y_`_`te^YTQT TU
_RcUf QbU^WU^UdQ%U_S_`_b_aeU 9Y_c Uc ^USUcQbQ] U^du cQ^d_% ce f_je^dT TUdUj Y^QTQ ^USUcQbQ] U^du Q_ aeU Uc
ReU^'

6cuaeU%~YU^T_ UcdQc S_cQc Z^dQc%U YVYdU] U^du cQ^d_ 9Y_c &aeU cU] `bUc_ \QcUUbUcd] QT_`_bU`eUR_ TU 9Y_c ^
cW_ fYte_c c%eY_ e^cUbuU^U aeU Uc`_cRU\QfYteT%U^Q`eUj Q] sc QRc_`edQ i \Q`UbUSSW%U RbU_ i Q] YQRU^Ucc4
U`QdW^] sc`UbUSSQ TU\QfYteT i TU\QSeQ d_T_ \QfYteT TU_c TU] sc Uc%eY_ S_] _\c bQ_c TU G_Y4i aeU XQ
ce`eUcd_ cUUb^YU^T_ QcuU^d TQc`QdUc bU bUcU^QTQc U^Qc: cSbUcQc%U^Q SeU^d TU ce fYteT i cQ^dTQT%
YVYdU] U^du] sc TWW_ TU cUUbQ bUSQT_%Q] QT_%`bQT_%QT] YQT_%U_WQT_%U^QcdQT_% QcQQT_%aeU SeQaeYUbSbQdU
&Ucd GUb^TU QSeUd_ S_ ^UcdYTUQTU 9b K XYdRi %_`_d c Qd Y^Q^_c%du^U fYteT U^QRc_`ed 4fYteT%SeQ^T_ cU\U
QdRei U Q t\%_ Uc] sc aeU e^e^_] RbU fQSU 4i t\Uc] UbUSUT_bTU ^YV^U^U_WY_ QcQcQ`j Q4`_bUeU t\Ucd U^
^USUcYTQT%aeU ^_`eUTU UfYQbUcQ^d i ReU^_ S_] _t4`_b_ dQ^d_%_WQSQc Qt\`_bUc` DQdUSU^QcQ^dTQT%Q
ZcdSQ%Q YU^YTQT%U_S` TU 6\dcY] _%_ TURU du^UcU U^SeU^d aeU cUbuTU\Q`QdUj Q TU_ aeU Uc fYte_c i TWW_ TU
U_WY_': _c ^_ ^UWQ%aeU UcdQc S_cQc U^9Y_c c_ ^ReU^Qc4` Ub_ U^d ^SUC XQ aeU U^du^TubU_ c%aeU c_ ^

^_] sc fYte_c_% TU\Q ~QdeBQUJ QTUSeQaeYubS_cQ\ QRIU%aeU U RYU^aeU XQ U^~YVh^_db_cUbaeU ^_ Uc e^QWU^du
] _bQ_S_] _ U bUc^VQT_bTUA_c_% VQVubhYTQT TU\Q dUhdQ^c ^ReU^c% Ub ^_ fYte_c_% _baeU UcdQc`b`YTQTUc_c^
~USucQbQc`QbQUcd_c SeUb_c% ^_ U Vted_ TU`_TubTU Qed_TUduh YQSW^

GU ~USucYQ ~YVe^Q_dQ bUedQSW^TU Ucd^_SW^Q\c SbcdQ^_c VQ] YQbY QT_ S_ ^VQ7YVQ% Ub_cwL YTSQ^T_ U^`QdeSeQbaeU
_ bU bUcU^Q DQQRdQub_c dUhd_c TU\Q: cSbdeQ^U^VQaeU cU bU bUcU^Q Q9Y_c%_] _ U^dT_c_c Qc`Usd_c^TU\Q] Q^UQ] sc
Qd fYte_c_% ce] Q] U^du_QRIU%UubQYduh YQRIU% Uc d dQ] U^duY^USucQY_%_] _cUXQ^SbQT_ U^VQ]e] TUA: fQ^WUAY'
GUbQTUTUcUQbaeU U 9B K XYRi i _db_c cQSubT_dUc TU\Q] Y] QSQcU^QRIU^U^VQ^T_Qcu] Y] _c%aeQ^T_ XQ^QVh QT_%aeU
VQaeU Uc ~USucQbQc^_ Uc TWWQTU U VY_4Q] Y] _ dU] ` _aeUXQ^`_cUUT_ VQ`UubUSSW^TU9Y_c Qt\Uc ~USucQY_% QcU^U^
UUSd_%aeU bU bUcU^Q Q9Y_c S_] _ e^U VY_ aeU ^_] UubSU^8YubQ] U^duY^Ycec`QQRbQc ^_ dU^U^~YVh^cU^dT_ U^QRc_led_%
`_bVQQRQ^] Q^aeUTURU^cYV^VSSQbU UZbSSY_ U dUcd] _Y TU\Q Ucd] Q^U bUc`Ud_% X_ ^_bQRIU bUc`Usd` MfQ^Q
S_ ^dreQSW^TU^U^aeU_c X_] RbUc_c ^TWW^c TU aeU cU Ucd] Q^U bUc`Ud_i X_ ^_b`_bce fYteT% UaeU VQUY` _UubSSQ_S_] _ Uc%
c^U] RQbW^aeU9Y_c ^_ Uc TWW^ TU% _bce YV^VQZcdSQ^QcQ^dTQT i VQR_ ^TQT5 GYUc QcU^U^U aeU cU bU QSQecQTU QVh^d^_
TU UhsU^SQ` USeVQbU^U X_] RbU fYte_c_%aeU Uc ce`bUdb VQbYQ^U^VQaeU bUQ] U^du dU^U^VQ` bUubU^SQ4e^`_S_ TU TWWYTQT%
aeU Uc d dQ] U^du T^drV^Uc TU SeQaeYub: hSUU^SQ_ Q] VQRU^Uc U^9Y_c4^_ U^VQTU U^TU^SQ% Ub U^VQ` bU] YU^SQ4aeU
`_b_dQd^ _ bUSRU TU9Y_c%YUc9Y_c VQ^U^du `QbW^TU\Q] Y] Q4^Y eUTU9Y_c%U^UcU^dT_ %aeU UcdQs U^S_] `Udu^SQ
S_ ^tV%_] _ U RZd_ TUX_ ^_bi cU^dT_4`Ub U X_] RbU`eUTU bUSQ] Qbe^`USeVQbQed Ucd] Q^U bUc`Ud_i U^TQSY`Uc% VQW bQ^Q^VQ
aeU9Y_c ^_ eUTU dU^U^~YVh^Q` bUdu^U^ G^9Y_c ^_ dU^U^TU bUSX`U^fYteT TU ce cQ^dTQT ~USucQbQc^U] U] SU S_ ^VQaeU U
bUc`Ud_i VQQRQ^] Q^UQTU SYTQ^TUYT_ Q X_] RbU fYte_c_%aeU U VY fYteT^U^U UZbSSY_ TU e^Q VRUbQT ede] aeU Q^e^SY_4] sc
aeU e^Q`YTUQ` bUSY_cQ^aeU ^_ eUTU UfYQbU bTeb_i XUd] _c`

McyUc QcU^TUZQaeU cU U^VQ^_ aeU Uc`USeVQbUc`Usd`Uc TURYT_ Q X_] RbU fYte_c_%aeU cU TWWU^SQ U^VQ ~QdeBQUJ Qi
d^_TU QVh^Q] Q^UcdTU` bU] YU^SQ^TU dT_ \ aeU cU TURU Q9Y_c` o8es\Uc U ^_] RbU _VQTUcSBY SW^TU Ucd`USeVQb
QU Sd_5 oGU Ucd] Q^Q] _bQ] YQSW^U X_ ^_bVQQRQ^] Q_ QVQTU SY YU^d_5 @: cSbdeQ U^dTQc`QdUc bU bUcU^Q Q9Y_c
S_] _ U RZd_] sc UufQT_ TU dTQc UcdQc S_cQc3XQ^ aeU UubTU Q] Q] QV^VSSQ Q GUW_b^TU Q] Qb_ S_ ^dT_ U S_bQ w^%
S_ ^dTQ U Q] Q^% ^dTQ VQ] U^du i S_ ^dTQ VQ^U^Q Q4QT] Ys^T_\% cec Qsd_c TU ZcdSQ% U^VQ^] UTYTQS_ ^bUc`Usd_ Q
U_c%Q^] QdQ^U_c_i] QdQ^U_c_4X_ ^QbW^ bVSSQ^U^QdQ^QQRQ^RU^TUSY^TQbVQSQc i QQRs^T__4TQ^T_ Qt\ dTQ VQ
VY bQTU RYU^aeU cU XQSU_ cU bUSRU^] sc aeU Q_c X_] RbU4 EeU ^QTY cU ZQSDU U^ce`bUcU^SQ4GY^ aeU TURU cU b
S_ ^cYUcdT_ S_] _ U cU bQ aeU dTQ VQW bQ Uc TURYT_ o8es\Uc U^d`^SUC aeU U bUc`Ud_5 E et`QcW^QU Sd_% U UZbSSY_ Uc
_ aeU VQ] Q^Qb YQ^_c QQRQ^] Q^U^U^TU dTQc UcdQc S_cQc^aeU_c X_] RbUc_c ^TWW^c TU ce fYteT% TU\Q SeQ9Y_c
^_ Uc TWW^ TU^U^SeQaeYubVQQT_5

GYUcQ ~USucYTQT aeU QcYdu` UubSSY`Uc i VQc QSSY`Uc] _bQUc TU9Y_c%UQYYS_] `QRIUS_ ^cU bTWWQTU U VY_%_] _ e^Q ~USucYTQT TU
S_ QSSW^4S_] _ cU TU TeSU S(QQ] U^du U^` YU^U^Q^` QdU^U^T^Setc_ TU 9B K XYRi 4U^d`^SUC o`_baet TURU] _c TQbVQSQc Q9Y_c`_b
ce R_ ^TQT%^_] sc aeU cU Ucd fYteQ_RYVQT_ QcU bReU^_%] sc TU_ aeUXQ^ aeU QVQTU SUbQe^_ TU ^eUcd_c cU] UZndUc aeU XSYub ^S_ ^
^_c_db_c RYU^%_ VRU] U^du^ TU ReU^Qf_je^dT% TU SeQaeYubVQR_ ^TQT TUS_bQ w^%Y^_ TU\Q] UcdQs QSSW^% VQ ~USucYTQT UhdUcUSQs

6ld Y^Q^_c ce`_~U^%aeU9Y_c Uc ^USUcQdQ U^du e^clUbReU^_ i Q] QRU4` QdQ Ucd XQSU^aeU U celU_ TU QV^e^_c TU cec
`b^SY QUC QV^e] U^d_c U^S_~dQTU] eSXQc T_Sdb^Qc] Q^du^YTQc`_`b\`c SQfY^cdQc4T^SU^%Ucd_c c_`^cY^TeTQVQcQ% Uc
Y]`_c^RUaeUTURUbdQ^clUb fUdQT%_baeU^_c_`^S_`^cdU^du S_`^QR_`TQT TU9Y_c': cd_ ce`_~U^%aeU Uc Y]`_c^RU^% Ub_ aeU
9Y_c TURUclUbReU^_%_baeU cYUc`_c^RUaeU t\TURUbdQclUbTU_dQ] Q^UcdQ^W^d`^SUC UcQY]`_c^RY^TQT TU\Qf UbdQT TU UcdQc
T_Sdb^Qc SUCQTU QSeUd^_ Qce`b`Y_ QV^e] U^d`

EeU\Qf Y^eT TU9Y_c^_ Uc%U^U clU^d^T_] sc QTUSEQT_%dUS_]`_U^cQRU^%_ Uc`_bVQdQTU] t b^d_ U^cec`UbUSSY`Uc i \Qc QSSY`Uc
]`_bQUc^eVSYU^du` QdQ] UbUSubdUS_]`_U^cQc TU cec SbQd^bQc4cY^`_`baeU Uc Y^VY^d] U^du`_bU^SY] Q TU d TQVQSQ QSTQT TU bUSRYb
QV^e^Q dUS_]`_U^cQ p\i Q UC Y^VY^d] U^du UY^QdUQRU] U^du VY]_%`_`eUTU clUbW^dQRU Q t\` Du^ Qx^ QcuUc T^W_ TU ^eUcdQ
RU^uf`_U^SQ ce` bU] Q`_bce fY^eT3i clUbQ T^W_ TU ^eUcdQ RU^U^SU^SQ^aeU Uc U^Ved_ i Uh` bUcW^TU RU^uf`_U^SQ^eY^eUcdQ
R_`TQT`_`T^dUhdU^TUcU Q t\` GY9Y_c] UbUSU clUbQVQ^TU^Wi QQRW`_bce R_`TQT%1%_bVQ] Y] Q bQ w^% UbUSU^aeU dQ] RY^
TURUbdQ]`_c bUdbReY]`_c ce R_`TQT%eYUc`_V^UdQ`_c^RU 5 o8w]`_`QVQd^ Q GUV_b`_bd T_c cec RU^U^SY_c] Uc \Q\U^V^eQ^Qd^bQ TU
QVQ^TU^SY] Y^d`_% \Q] UY^TQU^aeU U^`^_c_d c cU U^SeU^dQ^Uc ^eUcd^ TURUb` QdQ XQSubTU ^eUf`_ TU QSeUd^_ S_`^_c RU^U^SY_c
bUSRY^_c' M` QdQaeU`_TQ]`_c dU^ubQ`_`_bae^YTQT TU e^Q Uh` bUcW^d^`Qd^bQ TU ^eUcd^ QVQ^TU^SY] Y^d` Q9Y_c%6_]`_ \Q
RU^U^SU^SQ^Q`_UcQbTU ce clUbY^VY^d] U^du`_bU^SY] Q TU ^eUcd^ QSQ^SU^aeU XQTUcW^QT`_ Q_d c Q clUbcec bUSU d bUc%` QdQ
UcdQbU^ce leVQb% QaeU`_c_RZd`c TU ^eUcdQ RU^U^SU^SQ^4dUc c_`^Uc` USYQ] U^du ^eUcd^ c XUd] Q`_c Y^TW^U^du^

GUSSY^>

@c Qsd`c TU\Qf_je^dQT TU Q] QXe] Q^QTU?UceSb^cd`%USUcQdQ U^du cQ^d% Ub_ fUdQRUdQ] U^du fY^e`_c`^W^_ TU QQRQ] Q%
bUS_]`_U^cQRU^% S'

MQXU]`_c S_`^cY^UbdQT`_Sw]`_ U 9b K XYRi Y^cdU U^U_%aeU e^Q\VRUbdQT%`_ cw\ TU S_QSSW^eY^`_`_b^USUcY^TQT%Uc ^USUcQbY`_`
RU^Q\Qf Y^eT`_ U fY^SY`_U^VY`_] U^`_c` bUSY_%dUS_]`_U^cQ`_SQcdW^' HQ] RY^`Y^cdU U^VQ] Y] Q\VRUbdQT S_]`_ QRc`led] U^du
^USUcQbQ`_ QdQaeU e^Q`_ Ucd`_`QcUQ`_RZd`_ TU e^Q U^%T U` bUSU`_d c`_`_b_X^RY^SY`_Uc4U^U^V^Rb`_ Q^du c] U^SY`_QT`_`%#',) %*%- % +1%
, , 2%-) % - % - +%- 0% / % 0, %
-*) '\$M TU`_b_] UcdQ i Q] U^Q] Qc`%#` +21%) %*%) . % **%, 2%-) % / , '\$MS_]`_ bJaeY^d`_`QdQ e^UcdQT`_ TU`_baeURQ`_` +20%
! S'

6X`_bQ`_`b\`_dQ^d`_`%`_`e^`_Z`_ Q UcdQc S_cQc%] U V^cdQbQ Y^f UcdQVQbQ QS_`TeSdQ i \Qc`_bSd^SQc]`_bQUc TU ^eUcd^ GUV_b
?UceSb^cd`_aeU Uh` ec_ U^`ce`_Qd^bQU] QXe] Q^Q^U^`ce UcdQT`_ TU Xe] Y\QSW^` MU^` b] Ub leVQb% U] eUcd^ %aeU ce S_`TeSdQ
cQ^Q Ucd ^USUcQbY`_4_ aeU UcdQ Y]`_`_c^RUaeUTURUbdQclUbTU_dQ] Q^UcdQ^aeU TURUS_]`_`_bQ^cU ce cQ^dTQT% aeU XQRbQ TU
XQSub`_`_UbU^SdQ] U^du cQ^d`_ U^`SQ^Q Qsd`_ Y^TY^TeQ TU ce fY^TQ MU^`cU^e^T`_ leVQb%aeU ce cQ^d`_ S_]`_`_bQ] Y^d`_ UcdQTUSEQTQ
Q\Q`_Qd^bQU] Q TU\Qf Y^eT`_% UcdQ T^W^QTU U^VY`_4i aeU V^eU`_RZd`_ TU\Q U^% bUSU`_d`_ S_]`_ Q^T`_c% b_] UcdQ i bUS_]`_U^cQc4i
aeU UcdQRQ U^e^UcdQT`_ TU`_baeURQ

>: bQYi ` _c`RUa%aeU_`c Qsd`c TU\Qf_`le`dT TU\Q] QXe] Q`QTU8bCd_ TURU%u^`SeQaeUbsQc_%WbQT_% SYSe`cd`SQ%eUb] sc
aeUcQnd_ i QWbQTQRU\Q\Q`QebQUj QTU9Y`c i \Qf_`le`dT @`c WbYU`dUc S_`cQc XQSU`TU UcdU UfYU`TU`dU

*'9Y`c XQRUQ`b_] Udt_`d`UWSQ] U`RU`QdQ` BUcUfQbi XQcdTUuU`UA_`_bce : c` WbX%W^`dTQc cec dU`dQSY`Uc%aeU
^` _`TUQVQ\QbTUA V` QbQUa`aeUXQfU`Y` Q_] e`T_4` Ub_ XQRbUQWQSQCQT_%YXeRYUkSQ` U`UA`USQT_` HU`U] _c`_b
UWj] `_`e`Q`b_] UcQ`#` L@`* &-`"\$ =UQaeu] YcUf`_Q`aeU`c`_cdU`W_4] YUcS`W`_`W`aeU`^] YQ] Q`cUTUUYQ3=U
`eUcd_] YUc` WbX`c`RUUt\3t\`dQUbs ZcdSQQ\Qc`QSY`Uc3B_`SQ] Qbs`YQj Qbs`YXQbs`cef_j` QbQcUbUcSeSXQT_`U`
U`cdUuSdGU`_`Tbs`ZbSY`cesUcYQj U`RU`QfU`bQT`B_`cUSQ`cQbs`Y`TUc] Q`Qbs`%Qcd`aeU`UcdQRUj SQU`VQ`dUbbQ
ZcdSQ4i \Qc`Y\Qc`Uc` U`Qbs`^`ce`U`i;`cdQ`b_] UcQTU: c` WbX`TU9Y`c`ec`_`c`RUUt\%`ce`_`Ucd`_`_`bQT`_i`Uf`Q`dQT`
cef_j`%`S`cU`WbQSY`Q`S_`^`U_] U`d`TU\Q`Q`QbSW`TU8bCd_ U`VQ`dUbbQ4S_] _`Uc] Q`WbUcd_`Q`QbU`TU\Q
`QebQUj QTU\Q`b_] UcQ`%`dQ] RY`^`VQ`Q`V`SQSW`TU\Q] Y] QU`U`BeUf`_`HUcdQ] U`d`%`#`AQdihY`*1`\$M\Qc`_`QQRbQc
Yi`_`V`SQ`e`Q`b_] UcQTUce] _`T_`TUcUbS_`^`Wj`QTQ`_`bU: c` WbX`TU9Y`c`aeUTURUcUb`BUcUfQTQTU`USQT_4
`QbSe\Qj U`RU`TU`bW`_`i`f`Q`W`bQ4i`TUcUbce`U`QT_`_`b`Y`V`e`Q`dU`dQSW`aeUTURU`UcdQbRQZ`_`QbQ`U`SdQbQ\Q
W`bQ`TU`UcdU] e`T_`Q`_`] `QTUe`^`b`SY`U`dUbbQ`Q`%`U`Q`V`Qec`_i`W`bQ`TU`_`c`X_] RbU4i`aeU`T`TURUcUb`_`b`
S_`^`Wj`W`aeUTU`Y`V`e`Q] Q`U`bQTURU`TUZbTU`RdU`Y`T_`Q`V`RQ`TU`ce`U`dQTQ`U`U`] e`T_`%`TU`Uf`QbQ`f`Sd`bQ`U
ZbSY`%`U`UcdQRUj Y`d`TU`ce`bU`_`TU`VQ`WQSQU`VQ`dUbbQ`MU`_`c`c`WbYU`dUc`f`Uc`_`c`WbUcd`b_] UcQ`cUS`^`Wj`Q`%`^`
VQ] Q`_`bc`_`U] Y`TQT`Yi`QW`QRU`6cuT`SU`U`GUv`b`W`aeU`SdU`_`c`SYU`_`c`%`U`aeU`_`c`TUC`_`V`W`Q4U`aeU`U`dU`TU`VQ`dUbbQ`
i`_`aeU`cQU`TU`U`Q4U`aeU`TQ`Q`Y`d`Q`_`eUR_`_`c`RU`U`Q`%`Uc` WbX`Q`_`c`aeU`_`bU`VQ`Q`TQ`3M`_`?UX`fs`dU`U`Q] QT`
U`ZcdSQ`%`c`cdU`Tbs`d`] Q`_`4i`dU`V`bQTQ`%`dU`TQ`%`_`b`Qsd`Q`_`eUR_`_`%`b`ej`TU`VQ`^`QSY`^`Uc`%`QbQ`QRbb`_`c`_`Z`c
SYUW`c`%`QbQ`aeU`cQaeUc`TU`VQ`SbsU`Q`_`c`_`bUc`_`c`%`aeU`XQRUQ`U`^`VQ`_`c`SebTQT`V`eU`bQTU`VQ`SQ`Q`S`b`W`M`_`?UX`fs`%
aeU`Uc] Y`^`] RbU`%`Wb`

Aei`_`QbQU`S_`^`UcdQ`_`b_] UcQc`Uc`_`dQ`#`'L@`'0`%1`2\$aeU`dQ] RY`^`dU`U`e`Q`Q`Q`U`dU`bUc`_`U`Sd`Q
dUj] `_`TU\Q`Xe] V`QSW`TU8bCd_ U`VQ`dUbbQ`&6cuXQT`SX`_`?UX`fs`%`UTU`d`bTU`ebQU`%`ce`GQ`d`e`^`%Q
] U`^`c`_`W`SQ`_`TU`Q] Q`%`aeU`U`TUC`_`W`SQ`Q\Q`Q`SW`%`Q`cUf`_`TU`_`c`W`RUb`Q`dUc4] Ubs`^`bU`Uc`%`cU
Uf`Q`dQbs`^`b`SY`Uc`QT`_`bQbs`^4`_`baeUTU`GUv`baeU`Uc`WU`%`U`GQ`d`TU`ebQU`%`U`SeQ`dU`UcS`W`W`6cuT`SU`U
GUv`b`W`^`e`^`dUj] `_`QSU`dQRU`dU`XU`_`T_4U`^`e`^`TU`QTU`cQ`f`QSW`^`dU`Q`eTt4i`dU`V`bQTQ`%`dU`TQ`%`_`b`Qsd`
Q`_`eUR_`_`%`QbQ`bUcdQebQU`Q`dUbbQ`%`'S'

MU`^`Q`.)3.`%`'HU`U] _`c`U`A`UcUc`U`^`BUcQT`_`ce`Qc`WbUj Y`d`%`QbQ`aeU9Y`c`U`Q`eTU`%`_`b`_`aeU`VQ`Q`U`bU`bQTU`VQ
`WbQ`%`YSY`Q`T``ce`S`bQ`w`Q`_`c] Q`TQ] Y`d`c`TU9Y`c`%`aeU`_`TURUcUbU`RU`U`TU`%`Ub`TURU`UcUf`U`Q`%`^`_`Q`_`cdQ`Q`%
TQbU`VQ`Uc`_`QTQ`BaeU`Q`dQ`f`c`TU`VQ`Q`eTQ`TU9Y`c`%`TURUcUbY`Q] _`f`RU`U`^`VQ`_`RU`TU`^`SQ`RQZ`WbQ`TUC`_`baeURQ`TU`W`b`SXU
i`ce`Wj`Y`d`4U`UcdQRUj Y`d`TU`ce`b`cd`_`S_] _`e`^`UTU`b`Q3`_`QbQ`aeU`T`cQRU`Q`aeU`_`TURU`bQ`Uc`Qb`Q`U`W`^`QT`_`
V`ecdQT`_`U`ce`T`Y`Uv`_4i`%`Y`Q] U`dU`%`TURUcUbQ`_`b`RQT`_i`ZcdW`SQ`_`%`QaeUTUC`^`et`c`TU`XQRU`b`XUSX`_`ce`dQRQZ`_`WU] U`dU`
:_`GUv`_`b] U`QRbW`U`_`T_4TU] _`T_`aeU`i`_`^`_`U`Q`bU`RU`U`TU`%`Y] Uf`_`f`U`Q`Uc`_`QTQ`B9Y] Y`SeUb`_`Q`_`c`aeU] U`W`_`U`Q`RQ`%
] Y] U`W`Q`Q`_`c`aeU] UcQRQ`^`VQ`RQ`RQ`4B`_`UcS`^`Tu] Yb`cd`_`TU`Y`ZbQ`c`i`TU`Uc`^`ed`c`_`D`baeU`U`GUv`_`b9Y`c] U`Q`eTQbs4
``b`_`dQ`_`%`_`V`XU`aeUTUS`_`^`^`T`T_3

^_cUts Qf UbW_`j QT_`p\Ucd SUsQTU\ aeU] UZcdWQBoaeY^S_`du^TUs S_`j Wv5B_c`_`U]_c TU`YUZe`d^c' oEeY^Uc] Y
QTf UtcQY`5 E eUcU QSubaeUQ] d=U QaeuU GUV_b9Y_c] U Q eTQs3oaey^Uc Ua aeU] U S_`TU^U5 =U QaeUeUts^d_T_c U^f UZSUs^
S_]_e^Qf UcdTefQ%_c S_] Uts`_`WQXQSQ QdbRQ`

+@] Y]_cUTuc`bu^TU TU dTQc`Qc`b] UtcQ aeU9Y_c XY_`QA UcuQc%TU ce VedebQW`bQ%WU`% U t h d %U^ce_VSYQi U SQsSdubTUE^
A UTQT_b3U aeU\QW`bQ`_cU`_ThQ^XQRub_RdU^Y`_cYce cQ^dTQT XQRUWQSQcQT_`i aeU XQRUcY`_Sel`QRU TU`_USQT_`_b] UtcQRC`vedQTU
9Y_c XQSU`Qc S_cQc`b] UdTQc`^USUcQY`% ce`_d] QbleWQbQRc`vedQ] U^duY]`_`c^RUbi^TU WbQ] Q^UcQ%QSU aeU UtcQ S_cQc Utc`^USUcQY`%
U^Ua aeU\Qc S_cQ`b] UdTQTU U^TU% c^Y`QSeQ`_`eUTU U^dqbU^f WvB D_b\`dnd` QdUSU^aeU UtcQRC`vedQ] U^duY]`_`c^RU aeU\Qc Q^dTQT
TU8bCd` TURU\Q\Qb^TU`Qc`b] UtcQ d^QRc`vedS_]_`Ucd`c%#DcQ`8H`-`\$`:\ GUv_bXQZebQT_`i`_cU QH^U`U^dbs3Hx Udu cQSubT`du` QbQ
cU]`_bu^TU`et c TU\Q`bTU^TUA UaeYUTUS`MTU dTQ`dQ`b] UtcQ U^UcU cQ]_`%`_du^TUQ U^SQTQf Utc`_TU\Q] Y] Q`#M DcQ`^`/`%`\$
6`e`SQd` U\TUSdu3?UX`fs] U XQTbX_3Hx Udu Y=Y`%`i` du XU U^WU^TbQT_3DuTU] U%`duTQs`Qc`^QSY`^Uc`_`bXUW^SQ%!`S`#DcQ`hif`%
-`%`S\$`8YU`de Utc`QTQc`RUU] ec\`%`XfQ\U^du^B`^de W`bQ] S_`^de] QZcdQT4i U^de SQRQWQ S_`^`b`c` UdTQT`i M QcudT`_`_`aeU cUTSU
TucTU Q\WQcQ U\WQ`TU cQ]_`_`#`Ub`eQ`W`*, &*. `i` @`*)`&*`+\$M dTQc UtcQ`b] UtcQ aeU9Y_c XQSU`QA UcuQc%TU t h d`%T_] Y`Y`%W`bQ U^
U SQsSdubTUE^FUTU`d`b`#`L@`SQ`''' \$i` U^de SQRQWQ S_`^`b`c` UdTQT`i M QcudT`_`_`aeU cUTSU TucTU Q\WQcQ U\WQ`TU cQ]_`_`#`Ub`eQ
W`*, &*. `i` @`*)`&*`+\$M dTQc UtcQ`b] UtcQ aeU9Y_c XQSU`QA UcuQc%TU t h d`%T_] Y`Y`%W`bQ U^U SQsSdubTUE^FUTU`d`b`#`L@`SQ`'''
\$i` U^de SQRQWQ S_`^`b`c` UdTQT`i M QcudT`_`_`aeU cUTSU TucTU Q\WQcQ U\WQ`TU cQ]_`_`#`Ub`eQ`W`*, &*. `i` @`*)`&*`+\$M dTQc UtcQ
`b] UtcQ aeU9Y_c XQSU`QA UcuQc%TU t h d`%T_] Y`Y`%W`bQ U^U SQsSdubTUE^FUTU`d`b`#`L@`SQ`''' \$

,`GU] U^eT`_cUS_]`b] UduWQ\Q`WUcYQTU9Y_c TU UTQT`%_bce S_]_`TYTQT`%aeU9Y_c Utc TQbQe^GQf QT_b
Zecd`c`%Y`_`USQT_`_`#?`UbhhW`. %`\$`=U QaeuaeUf YU^U^TUc`%TU SU?UX`fs`%W^aeU i_] U\Uf Q^Qd` Q9Qf Y`e^
WUd] U^Zecd`4i e^`bu` buYQts i`b`c` Ucd`%`XQts ZeSY`i ZecdSQ U^`Q`duuQ`:`^cec TUc cUts cQf`_`?eTs`W
`ebQU XQRQDts cUWeb`_`MUcdU Utc U^`_`RUU S_`^U SeQ`U\WQ] Qts^3?UX`fs`ZecdSQ`^eUcdQ`i`#`cu`?Ub`*.`
LLL>`\$]`i` QXQSubaeU\QbQ] QTU\Q`ZecdSQ Q SUsUbQ9Qf Y`%`XQts ZeSY`i ZecdSQ U^`Q`Q`duuQ`i`#`hY`/%
0`\$D`_baeU`_`c`XQ`^QSY`_`e^`W`4S U^U`d`_`TU9Qf Y`i TUce WU`_`%T`_`^`T`_`_`i S_`^Wd] s`T`_`_`U^ZeSY`
i`U^ZecdSQ`TUcTU QX`bQ]`_`Qd`cYU]`_`bu3U SU`_`TU?UX`fs TU`_`c UZ`bSd`c XQts Ucd`_`#SQ`''`hY`*`%Wd`\$
GQTts e`Qf QbQTU`d`_`S`_`TU`eQ%`e^fscdQW`_`du`vQts TUcec bQdUc4i U:`_`c`_`Wd` TU`GUv`bdu`_`cQts
c`_`RUU t`%WU`Uc`_`Wd` TU`S_`^`SY`_`YU`d`i` U`du]`_`bTU`GUv`b3S`_`^`ZecdSQ`Zej`WQts Q`_`c`_`_`RUUc`%`QbWYts S_`^
UaeYQT36M cUts`Q`ZecdSQ`SY`d`_`TUcec`_`_`_`c`%`Q`WU`TU`QT`U`SUvY`_`bTU`ce`SY`debQ`i`#Q`_`_`@`*,`\$`A`Yc`Uf`_`
cUts`b`c`_`UdT`_`_`#Q`_`_`@`*`

2`\$`D`_baeU t\`_`^`XQRU`XUSX`_`fY`U`SQ`%`YcU`XQ\WU`WQv`_`U^ce`R`SQ`i`GYUc`_`_`c^RU`%`aeU`UcdQc`b] UtcQ`TURU`^
WQ\Q`%`Uc] sc`V`SX`_`QdU`ASU`_`i`Q`duuQ`_`Q`U`%`aeU`_`Q`Q`e`Q`Z`d`^`Ye`Q`d`TU`TU`aeU`_`Q`c`Q`%`Q`S`_`^`deQSY`%`aeU
Y]`_`_`c^RU`aeU`8bCd`_`TURU`S_]`Udu`^`Y`W`^`8bCd`_`c`Y`&]`Y]`_`_`c`W`W`SQT`_`%`aeU`UcdQ`Y]`_`_`c^RU`%`Ud`_`aeU`Qc`S_cQc`aeU`cU
TUSU`Q`TU`t`%`U`Se]`_`_`WU`Q`_`#`hY`_`@`SQc`_`_`_`\$`E`eU`d`TQc`Qc`S_cQc`TURU`^`Se]`_`_`WU`%`aeU`_`WU`_`^`Uc`Sb`Qc`_`U^`Q`U`i`TU
A`_`Yt`c`%`^`_`c`_`b`_`Ucd`i`U^`_`c`cQ]`_`c`QSubSQ TU]`u`i`#`A`Qd`L`h`f`Y`.,`%`-`\$`DUB`%`Sw]`_`U`d`_`^`SUC`cU`Se]`_`_`WU`^`Qc`
:`c`Sb`Qc`%`aeU`Qcu`S`_`^`YU`U`aeU`cU`Q`XUSX`_`5`i`#`A`Q`S`_`c`h`Y`-`2`\$`DUB`_`Qc`Uc`Sb`Qc`_`Q`Q`aeU`cU`Se]`_`_`Q`^`M`Q`cu`U
Q`wcd`_`%`#`SX`_`*`/%`0`\$`:`cd`Uc`Sb`Qc`Q`aeU`cU`Se]`_`_`WU`U`^`USUc`Y`QTUc`i`

-`H`TQc`Qc`b] UtcQ`%`aeU`cU`X`S`U`b`^`Q`Q`WUcYQTU`UTQT`%`TU`A`UcuQc`S_]_`_`e^`Vedeb`GQfQT`_`b`Q`_`Qdb`TU`Uc`U`XUSX`_`Q`^`Ucd`_`c`b]`Ud`c
`QTUc`U^`U`_`Q`Qc`_`%`Q`_`aeU`cU`XQRU`U`du`WQT`_`_`_`bU`_`b`_`Wd`Q`A`Q`QaeUc`Uc`_`US`\$`Se]`_`

aeUcUQYj `~cRlUaeU8b6cd ^_TURUbQXQRub`UcUfUdQT_U^`UdU5dQcQndQT`@Qc QndMeQc`bUTSSY`UcTOTQc Q\QWUcYQTU9Y_c%
TUAUcUc S_] _e^GQfQT`bUdQT`TU\Q`Qd6bQj QTU\Qc`b_] UtcQ4S_] _UcUfYU`U`_b\c`b`Yc`bUTSSY`Uc%VQV_bj QTU\Q
U`dUWQTUUA_c`DUB_c`^U`bUcQj U`dU i] ei Q] U`eT`VQj QT`_b_] UtcQ U`UaBeUf`HUCdQj U`d4#b_] _U`@SQcY`-`%`%Qd+`
Q`'=USX_c hYf`+`%`'F_]`
i`_`*`&`'i SQ`'Hf`'1`=U]`>`%`\$S: cdc`b_] UtcQ`UcU`^XUSX_c Q] U`eT`_S`^VWQ`c`Uj`YfQT`%`cUS`VQj Qb`^S`^e`ZbQj U`d'4S_]`_%
#U`hYf`*/`%`0`\$%D_b] u] Y_] _XUZbQT`%`fSU?UX`fs`aeU U`7U`TNSU`T`dURU`TUS`%`] eY`VbQj`d`TUCSU`TU`SQS_]`_VQc UcdU\Qc TUA
SYA`%`S_] _UaUWQaeU Ucd`Q\Q`bUQTUA] Q3&i U`d`cYj`YU`d`TQc`VQc`QSY`Uc TU\Q`dUdQcUc`^RU`TYQc`#b_]`Qcb@SQc Y0+`Q`'i`<Q
>1`%`%`/'`"\$U`Q`wcd\U`^=URU`c`']`>*`0`%`1`XQRbQTU Ucd`b_] UtcQ Q6RbQj`%`fSUB: ^T`TU9Yc aeU`Uj`_cdQb] sc QRe`TQ`dUj U`dU Q
c XUdU`Uc`TU\Q`b] UtcQ\QYj`edQRYfQT TU`ce S`_cUz`Y`dU`ec`ZbQj U`d4aeU`_bT`c`S`cQc`Yj`edQRUc`U`VQc`SeQuC`Uc`Yj`_cRlUaeU
9Yc]`YU`dQ`U`VQj`_c`e`V`bUcYj`_S`^eU`_i: ^aet`QQRbQ`%`Q`U`S`Uc`YfQT TU\Q`bUQY`QSY`%`#`aeU`Uc`_`Y_]`_VQj`_`cRlUaeU`TU`
S`_`dUcY`Uc`d`dQj U`dU`TUS`QbQT`_`6cuaeU9Yc`S`_`VQj`wQ`_b_] UtcQTU\Q`VWQ`cQf`QSY`TUA`UcUc`%`XUSX`Q9`Q`Yf`%`_be`ZbQj U`d4#`DcQ
@LL`%`%`\$`=U`XUSX`e`^`Qsd`S`^`YUcS`Wf`%`U`ZbQT`_Q9`Q`Yf`YcUf`_4d`TUCSU`TU`SQ`UcdQRU`Sub`Q`Q`cUj`_bU`%`UTW`SQj`d`d`^`_`b
d`TQc`VQc`WU`UcSY`Uc`iB`_XQ`^Q`Q`d`Q`Re`TQ`dUj U`dU`cU`UcdQRU`SU`U`VQ: cSb6bQ`Q`cU`Web`i`YU`UcdQRU`%`QaeU`Ucd`b_] UtcQ`i`ZbQj U`d
Q9`Q`Yf`#`Ub`GQj`_@LL`%`%`-`&`''`+`GQj`hYf`.'`%`Q`Y`-'`@`c`Qsd`c`Y`+2`%`')`i`-'`hYf`@: cSb6bQ`XQR`U`h`bUcQj U`dU`TU`U\Q`S_]`
Q`c`_edQj U`dU`Yj`_cRlUaeU`Ucd`b_] UtcQ`i`ZbQj U`d`Q9`Q`Yf`U`bU`QSY`S`^`U`T_]`Y`Y`UdU`_TUA`UcUc`%`TURU`VQ\Q3`#`Ub`LLL`>`%`%`\$`
:`^`QaeU`_c`TUc`%`U`UcU]`_] U`d`%`aeU`XQc`aeU`VQbQj`QTU`VQ`Zc`d`S`Q`S`U`Sub`Q9`Q`Yf`_d`_b`aeU`Qcu`XQT`T6X`?`UX`fs`3B`_VQ`dUc`Q9`Q`Yf`f`Qb`^
aeU`cU`cU`W`d`_RbU`U`d`^`_TU`VQ`SQc`QTU`ZbQ`#`Ub`+`%`%`\$`GYCU`eUTU`b_]`_Ub]`Y`Qsd`S`^`U`T`U`i`_]`Y`Qsd`S`^`Q`^`SXU`%`aeU`^`XQ`QTU`Q
^`^`SXU`Qce`dUj`_4Q`S`_`d`re`QSY`%`Qj`RY`^`eUTU`Yf`Q`Yf`Qb]`Y`Qsd`S`^`YcUf`_9`Q`Yf`%`aeU`^`TURUbQ`dU`U`b`XZ`aeU`bU`YU`c`_RbU`ce
d`^`_i`#`cuaeU`U`U`U`f`U`b`+`%`%`\$`D`b\`d`Q`d`Q`Re`TQ`dU`Uc`VQ: cSb6bQ`U`^`Q`bU`bU`U`d`QSY`^`TU`_Yj`_cRlUaeU`Ucd`%`aeU`VQ`_b_] UtcQ`XUSX`Qc`TU
UTQT`U`bU`QSY`S`^`Q`VWQ`cQf`QSY`i`U`bU`_TUA`UcUc`TURU`VQ\Q3`_aeU`Yj`_VQc`%`aeU`Ucd`Yj`_cRlUaeU`Ucd`8b6cd`%`U`cU`W`^`T`_6Ts`%`Q
cYj`YU`d`_b_] UcdQTU`6RbQj`i`TU9`Q`Yf`%`TURU`SQb`TU`ce`Y`dU`W`bQT`%`_]`_VQ`b]`Ucd`6Ts`^`XY`_`\$`GYCU`eUTU`b_]`_Ub]`Y`Qsd`S`^`U`T`U`i`_]`Y
`Qsd`S`^`Q`^`SXU`%`aeU`^`XQ`QTU`Q`^`^`SXU`Qce`dUj`_4Q`S`_`d`re`QSY`%`Qj`RY`^`eUTU`Yf`Q`Yf`Qb]`Y`Qsd`S`^`YcUf`_9`Q`Yf`%`aeU`^`TURUbQ
dU`U`b`XZ`aeU`bU`YU`c`_RbU`ce`d`^`_i`#`cuaeU`U`U`U`f`U`b`+`%`%`\$`D`b\`d`Q`d`Q`Re`TQ`dU`Uc`VQ: cSb6bQ`U`^`Q`bU`bU`U`d`QSY`^`TU`_Yj`_cRlUaeU`Ucd`%
aeU`VQ`_b_] UtcQ`XUSX`Qc`TU`UTQT`U`bU`QSY`S`^`Q`VWQ`cQf`QSY`i`U`bU`_TUA`UcUc`TURU`VQ\Q3`_aeU`Yj`_VQc`%`aeU`Ucd`Yj`_cRlUaeU`Ucd`
8b6cd`%`U`cU`W`^`T`_6Ts`%`QcYj`YU`d`_b_] UcdQTU`6RbQj`i`TU9`Q`Yf`%`TURU`SQb`TU`ce`Y`dU`W`bQT`%`_]`_VQ`b]`Ucd`6Ts`^`XY`_`\$`GYCU`eUTU
b_]`_Ub]`Y`Qsd`S`^`U`T`U`i`_]`Y`Qsd`S`^`Q`^`SXU`%`aeU`^`XQ`QTU`Q`^`^`SXU`Qce`dUj`_4Q`S`_`d`re`QSY`%`Qj`RY`^`eUTU`Yf`Q`Yf`Qb]`Y`Qsd`S`^`
_]`YcUf`_9`Q`Yf`%`aeU`^`TURUbQ`dU`U`b`XZ`aeU`bU`YU`c`_RbU`ce`d`^`_i`#`cuaeU`U`U`U`f`U`b`+`%`%`\$`D`b\`d`Q`d`Q`Re`TQ`dU`Uc`VQ: cSb6bQ`U`^`Q`bU`bU`U`d`QSY`^`TU`_Yj`
_cRlUaeU`Ucd`%`aeU`VQ`_b_] UtcQ`XUSX`Qc`TU`UTQT`U`bU`QSY`S`^`Q`VWQ`cQf`QSY`i`U`bU`_TUA`UcUc`TURU`VQ\Q3`_aeU`Yj`_VQc`%`aeU`Ucd`8b6cd`%`U`cU`W`^`T`_6Ts`%`QcYj`YU`d`_b_] UcdQTU`6RbQj`i`TU9`Q`Yf`%`TURU`SQb`TU`ce`Y`dU`W`bQT`%`_]`_VQ`b]`Ucd`6Ts`^`XY`_`
.`H`TQc`VQc`_b_] UtcQ`aeU`cU`X`S`U`b`^`Q`VWUcYQTU9Yc`U`U`6`d`Me`_HUCdQj U`d`%`TU`VQ`WQ`^`Qj`_VQSY`TU`VQ`WUcYQ`%`U
Q`Q`SU`TU`ce`W`_bQ`U`^`_c`TUc`TU: f`Q`WU`Y`%`T`U`et`c`TU`VQ`WU`QT`TU`U`UcUc`4U`Qe] U`d`_TU`ce`Vej`%`Q`YRU`UdQT`%`Q`cQ`ndQT`%`Q
QU`W`Q`%`U`d`e`V`_c`_RbU`cec`U`Uj`_WY`c`%`S`TU`_c`SeQuC`d`^`WQ`^`Q`dU`TU`6`d`Me`_HUCdQj U`d`_cU`S_]`_`U`4aeU`cU`bU`YU`^`S`^
d`Q`d`VU`SeU`SQ`%`U`U`h`X`RU`^`TU`]`Q`U`bQ`TY`Uc`Qj U`dU`%`_b\`Y`d`TeSY`_S`^`VU`SeU`SQ`S`^`WQ`^`_]`_Q`i`_c`Uj`_YfQT`%`Ucd`^`d`
Q`Re`TQ`dUj U`dU`cU`VQT`_S`^`bU`bU`U`d`QSY`^`Uc`d`VQc`i`cYj`RW`VQc`4M`_TYW`%`d`TQc`UcdQc`_b_] UtcQ`Yj`_VQc`%`aeU`U`U`U`UcUc`TURU
`U`bU`SSY`_Q`b`Q`_RbQ`TU`bU`TU`S`W`3i`_Ucd`Yj`_VQc`%`aeU`TURU`_UcUf`U`Q`b`U`^`U`d`Q`QZ`%`aeU`U`U`DQT`U`U`XQR`U`TU`c`WY`QT`_`%`_c`cU`Uc`U`
d`TQc`VQc`_S`cQc`cU`Zc`d`Q`Q`Q`c`e`f`_e`^`dQT`_HXU`_b_] UtcQ`Q]`U`eT`_cU`S`_`VQj`Qb`^`S`^`e`^`ZbQj U`d`_#`Ub`%`Q`Y`2`_S`^`U`
S`_`dU`d`4`:`_VQ`U`e\`_@`>`*`1`\$`M`cU`bU`bU`U`d`Q`S_]`_Q`c`_edQj U`dU`Yj`_cRlUaeU`UcdQc`_b_] UtcQ`TURU`^`VQ\Q3`_#`%`Q`h`Y`*`.`
S`^`U`S`_`dU`d`_`SQ`_V`Y`*`_S`^`U`S`_`dU`d`_4SQ`_V`-`&1`SQ`_h`1`_S`^`U`S`_`dU`d`_`''''''''\$`M`_b`Q`d`_aeU`Ucd`Yj`_cRlUaeU`U`U`UcUc`
TURU`VQ\Q3`_S_]`UdU`_USQT`_`

/': bQY] ` _cRlU aeU U A UcuQc TURUbQ\Q\QbTU` UcuUf UcbU^QYrdUWbQT i \QcQ^dTQT%\$ _] _U` b] Ub6Ts^XY_%
` _baeU Ucd_ XQRbQcY_ YS_] ` QdRU S_ ^\Qc` b_] UtcQ aeU 9Y_c \U XY_ QVQ] YWU^ce] QTBp%` QdQce] QbT_4]
aeU Y] ` \SQ% QdQaeU cu cQf Qs Qce` eUR_ TUcec` USQT_cj% QdQaeU 9Y_c \UTQs U d_ ^_ TU 9Qf Y ce` QTBp%
aeU TURU bUQs c_RU\QSQcQTU?QS_R` QdQcY] ` bU% i aeU ce bU^ _^ cUbs` VYi: cdQc` b_] UtcQ UcdQRQ^
cUWb_c% UcdY] ` _cRlU aeU TURU^Q\Qb% _b_ aeU\Q] YWU^A QdQW^S_ ^VQb` \UQ] UrdU Q U_ c% QdQc` ^
bQ] ^QRU] UrdU aeU dU^U e^QRQcU YQ] _fYRU TU ce W4S_] _ _RcuUf Q: \Y QRud%# Ub - . '\$ M RRU^Q U^ebQTQ\Q
aeU SBU4% _baeU cu Se] ` \S^ ^\Qc S_cQc aeU \U Veb_ ^T SXQc TU` QdU TU GUv_b '

0' EeU TURUbQ XQRubcY_ ` _cRlU aeU 8bcd` USQc% QcuVQ\QbU^Q_RbQTU` eUcdQ bU^U^S^% _S_ ^cYdU U^Q
TU dU] YQSW^ UduB% U TUSbU_ TU 9Y_c \Uf UQT_ U^Qc: cSbQc% aeU` b_f UubQcQf QSW^` QdU X_] RU SQT_ i ` _b
?UceSbcd% aeU \QcQf QSW^ TURU cub_ VUSY_ Q_ c` USQT_bk QdQf t c TU \Q` bU^S QSW^ TU Uf Q^WU^ 6cuWQ^` QdU Ucd
Y] ` \SQT_ U^] eSXQc UcbQc%# _] _ * 8_b
Y' O' & V i _ - % ' i SQ' Y 2 & ** & DUT' i _ ' * 2%) '\$ e^TUSbU_ dQ^QRc` ledQs_] _ UcdQ Qd] YQ^` c` Uq YQ aeU cu cWV^SQT_ U^
] eSX_c dUd_ c4ce UUSSW^ TU \Qc` QSY` Uci \Qc c_ SUQTUc` \Q UUSSW^ WU^Ud TU \Q YU^Q SbcdQ% \Q UUSSW^ S_ ^TSY` Q
TU` Utc` Qc` QdQc` QdQc` Y] ` \SQ^ Ucd` 9Y_c ^ _ _ TU TUSbU_ QdUc TU \Q V^TQSW^ TU] e^T_% QdQcQf Qbd_T_ _ aeU TURU SBUb
i _ RUTUSubQ 8bcd% Q] U^_c aeU XQRU TUSbUQT_ QRC` ledQ] UrdU aeU \QcQf QSW^ TURU cub` b` _ bY` QdQ% UUSdQ] UrdU
VbQT_ QSQR_ ` _b 8bcd` M` eUcd aeU # _] _ U Qd YQ^` c cuU^t bV SQ] UrdU] QdU^U e^TUSbU_ TU 9Y_c YWU

~USUcYQT4` b_ dQd% eU XY_ ~USUcQY% aeU 8bcd_ TURU` UcuUf Ucbi dQRQbUQ] UrdU QSOR_ \QcQf QSW^` Qd^_ c_ d_c% aeU ^
TURU VQ\Qb` _bQs_] YW^TU` USQT_ '

1' EeU TURUbQ XQRubcY_ ` _cRlU` _b\QcQ^dTQT TU 8bcd_ QVQ\Qb% _ Uc S_ XUbu^U S_ ^\ aeU 9Y_c` b_] UduQce XZ% QdUc TU dTQc
\Qc UTQTUc` DQbQaeU \QcQf QSW^ TURU _VUSUcU Q_ c X_] RbUc% QdQf t c TU 8bcd% S_ ^SUTWQdT_c cec VU^Uc cUWY_ bUc` Uc` _b_
] U^_c Y] ` \SQT_c U^ UtcQ SUTUdU Y^QYRU` b_] UtcQ TU aeU XQRU Q` wcd \Q#H > +\$: ^\Q Uc` UcdQ] Q TU \Qf YQ UduBQ 4\Q SeQ 9Y_c%
aeU ^_] YrdU% b_] UduTUE TU QdUc TU` bRSY Y TU \c cW_ c` : cd _ ^` QdUc cubS_ ^d_f UcdQ` _bQ] YQ^` c'

2' EeU TURUbQ cub` _cRlU aeU 8bcd_ TUZU TU XQSub\Qf_je^dT TU ce DQTBpUc YS_] ` QdRU S_ ^\Q` b_] UtcXUSXQ QDQTU` _bU = % @W_c
aeU UcdQRQ S_ ^U DQTU TUc TU U^` bRSY Y% QdUc TU Qce] YbQ ^QdQ U QXe] Q^QBS_] _` eUTUf UtcU U^GQ' G< / & 1' # : ^S_] ` QdQSW^ S_ ^Q
YduB UduSW^ TU Q` wcd \Q#R h. 62' \$ GQSWY i _WU^TQ ^_ XQ Qc TUcUQ^3] Y_ U^_c = Qc QRUd] % QRelbT_ c4X_ \ SQecd_ i U^` QSW^ aeU ^
XQc` ~USUcQY` : ^d` ~SUC TYZB=U QaeU% U^W 4U^U b_ _ TU \YRb_ Ucd UcbQ_ TU] Uq U TU Urd_ U^XQSub d_f_je^dT% 9Y_c] u% e% d_ U_ Ucd
TU^d_ TU] YS_ bQ w^ io9 w^ TU Ucd e^Q QecW^] Q^W Ucd Q\Q Q^Q] Q^aeU U^Uf_ Tc` eUcd% aeU Q] QRQc ce cUf YS_ TU] QdUc% UUX_ S_ ^ce
] QdUc% Qce cUf_` QdQcY] ` bU^U TU Q U^U aeU cu XQRU QRelbT_ TU \Q_ bUQ4S_ fU^Y_ aeU` b_ RQRU] UrdU cu Yc UduU^_ c bUWd_ c` xRY6_c%
\Q] QT_ U b_ _ TU \YRb% _b_ c ZUSUc% aeU Veb_ ^\Q] QT_c` QdQd] QbS_ ^_ S_ Y_ Yrd_ TU \Q dQ^c QSW^ 4# h' LhY\$GYU @W_c% aeU UcdQRQ S_ ^U
DQTU QdUc aeU U] e^T_% aeU XY_ U] e^T_% _b_ aeU TUNSQ Q\Q Q^Q] Q TU XQSub\Qf_je^dT TU DQTU aeU Ucd U^Q ^QdQ U QXe] Q^Q%
Q` b_] UtcVeb% QaeU cu bUWd_ ^aeU% _ThQ XQSubU cUWb% ^Y TeTQ^U QY] ` _cRlU aeU VQ\Qb% _ aeU UcdY] ` _cRlU aeU 8bcd_ TURU TUZb
TU XQSub\Qf_je^dT TU DQTU U^Q ^QdQ U QXe] Q^Q i \Q` b_] UtcUcd% QaeU cu bUWd_ ^aeU% _ThQ XQSubU cUWb% ^Y TeTQ^U Q
Y] ` _cRlU aeU VQ\Qb% _ aeU UcdY] ` _cRlU aeU 8bcd_ TURU TUZb TU XQSub\Qf_je^dT TU DQTU U^Q ^QdQ U QXe] Q^Q i \Q` b_] UtcUcd% Q
aeU cu bUWd_ ^aeU% _ThQ XQSubU cUWb% ^Y TeTQ^U QY] ` _cRlU aeU VQ\Qb% _ aeU UcdY] ` _cRlU aeU 8bcd_ TURU TUZb TU XQSub\Q
f_je^dT TU DQTU U^Q ^QdQ U QXe] Q^Q

)' GYubQ`_cYUaeU8b6cd`XQ^WQSQcQT_ U^XQSubUQf_je^dT TUce`QTHU% QcuXQ^VQ\QT_ TUdQRQZbUW5Q] U^dUQSQR_ VQbUTU^SW^TU\c`USQT_buc%U^d`^SUC\QcQfQSW^TUdT_c\c cQ^d`c%aeU^eU^c^cQfQT_c TUcTUUA`b^SY^TU] e^T_%Q VQ] eUubTU8b6cd`%_cUS_~cdeiwc_RbUe^QRQcUWQ U : \AUcUc: i VQbUTU^SW^aeU^RQQdQRQZb`_bce_RUTU^SQXQcdQ VQ] eUubU^aeU^QRQcUTUQX_b TUdT_ \ aeUQW^QfUj V^ub^cQfQT_c' D_b\ dQ^d`%YSeQ^T_ \c cQ^d`c TU6^dW^ HUcdQ U^d`dU^Q^UA`UdTW^TUcec`USQT_c i UAQf_bTU9Y_c% VQcQfQSW^UcS_~VbW`b] UdTQ^d`TQfQWUQ`_cYUaeU UAUAUcUc`%eQ^T_ \UWV%_ThQS_] Uub`USQT_%U^d`^SUCdT_ Ucd UcdQRQU^e^QV^TQSW^aeU^ UcdVQ U i UcdQRU%Ub cecSU`dRU TU] Q4QW aeU^U`_cYU^e^SQ`_ThQcUb9Y_cXY`_`bQcUTUSb_S_~VQ^Q Q\ aeUceXZ`cUXQRUQ S_] `b] UdT_i cUS_] `b] UdwQXQSubU^UA^edeb`% TU`U^TUQ] eSX_c_RbUUAQ^aeU`b_SUTYU^bUQYQT`QcQcQfQbQ\c X_] RbUcU^VQSeU^dTUAeU^Q`UcQbTUaeU i QcUXQRUQXUSX`DUB UcdS_~VQ^Q Qi TU`U^TU^SQTU9Y_c%U^VQ ce`_cSW^TU8b6cd`TUCubUc`_~cQRUTUXQSubaeU^VQU^ce f_je^dT%aeUQ`_iQT_ U^e^RQcd^aeU^UcdTtRY%` _cYU] U^dU`_ThQ`b] `UcU @c cQ^d`c TU\QcQ^dYUTQTUS_~VQ^Q QU^VQ`b] UcQcTUe^QV^edebQbUTU^SW^QcUb VbQT_i S_] `UdT_`_bUAUAUcUc`%S_~cdeiUb^ceS_] _TYQTc_RbUUAQb6RbQXQ fY UA TUQ TU8b6cd`%cUBUW^SZAi t\i \c`d_c`QbQSQc] ebWU^VQWU^VQ`b] UcQTU\Q] Y] Q^#URbU_c hY, ""\$GY^U] RQbW`%U^UcdUce`eUcd`%eVp`ce S_] _TYQT i ce cQfQSW^aeUS_~cdeiT_c_RbUe^QRQcU^VQU^c48b6cd`_ Ucd`QbQU\c e^Q`YUThQ`b_RQTQ^TU S] YU^d UcdQRU4`#e*/LL] > "\$9QfYU^dUQ U^dUTUcSQ^cwU^UA`Qsd TU9Y_cS_~tV^U^bUQSW^S_^UA_T] Y^V^edeb`VU^b`c_i VQcQfQSW^TUAUAUcUc4i T^Z aeU^UcdTQce cQeT`%dT_ ce TUcU_4i cUS_~ceUQaeU^Ucd`Qsd UcdUe^`Qsd`Ub Ude`% _bTU^QT_ U^d`TQc VQcS_cQc`%cUc`%#GQ] hY. ""\$DUB_cYQfY^dT TU8b6cd`eUTU^VQ\Qb`cUXQRUQaeY`SQT_3ceVWQ^ S_] _TYQT`_cUS_~cdeiW TU] Q^Ucd cUWetQ] YU^dQc`U^cQRQaeU^Ucd`%YU^T_ V^TQTQ`_bS_] `Ud U^VQc TUbUj YQSY`UcTUA^RUQRUTbU`TUAQ] QXe] Q^QTU8b6cd`4aeU^UcdQRQceZd`Q`YV^Q`^USUcYQT`%`_ThQTUdUj YQcU i QcUQTUe^] _T_e`d`HQ] RY^VQ TU`U^TU^SQTUQaeU\c aeU U` UcdQRQ^VQbUTU^SW^U^`UcQcQ`% VQ] U^dVQ S_~c`QSW^TU`elUj #eSQc Y^+. % , 1 Qv_c\$ i VQS_~VQ^Q QTU\c T^cS`e\c TU?Ucxc`aeU^QRQ^T_~wdT_ i U^cV^eU^b`~%

**': \X_] RbU8b6cd`?Ucxc`Q^dUcTUAeU^t\XQRUQdUj YQT_ ce Selc`TU\Q_RUTU^SQ% cYRU^U^] UTU`TUdU^QSY`Uc i `beURQc% UcdQR^TQ^dU^VQ`bUT^SW^`_cYfQ U^dUce`b`YQW`bQV^edebQU^ce bU^`% VQ] `VQSW^TUce`WUcYQ^QcQfQSW^TU\Q WU^dUc`_b] UTU`TUt`%S`i U^VQc`b] UcQcTU RU^T^SY`Uc aeU^RQQ_d`bWQbQcec fUdTQTU`c T^cS`e\c U^ce V^edeb`bU^`4U^VQ aeU`b] Udu aeU^bUaeYUWU^TU`U^TU^SQS_] `UcdTUcec T^cS`e\c`% \c T^cS`e\c dU^ThQ`^YV^`] _dU`TU^T^XQTU`U^TU^SQ% cY8b6cd`XeYUcd`cY`_cecSU`dRU TU^VQ\QbU^ce dQRQZ`#eQ`hY`\$bi UA] Y] _8b6cd`XQRbQ^cY`_Sel`QRUcTU`bUce^SW^%U^`_b\ aeU^QRe^TQU^`b] UcdQ Y` UcdQfQc TUWQ^TUC S_cQ`%aeUTU`U^TU^TUe^Q] UcdS_~dYVU^SQfU^RYWQSQ VQcTUbUj YQSY`Uc TUce \RUQRUTbU`%aeUS_~cYdU^e^QV^RUbQT QT`elb] aeU^p

Q`USQT`_ VQcQ^dTQT^TU`YU^VQY^TUWU^SQ^WY^SYTU^dUc`W^` YUcTUSQc`c V^edeb`c`QcUQ`QbQ^bTUe^] _T_e`d`'

D_b\ dQ^d`%Uc UfYU^dU^aeU^UcdY`_`cYUaeU\c Qsd`c TU\Qf_je^dT TUAQ] QXe] Q^QTU8b6cd`TURUcUb] sc aeU^cQ^d`% i S_~VQ] UQ\Qf_je^dT TUA`DQTbU4`%U^`dQc`QQRbQ`%U\c UcdQRQ^`^USUcQbQ] U^dU^Q^QTQ`dTQc`

=UcY`UA] sc VQW`U^VQ`beURQTU^Ucd] QubQ`aeU^cUQe^QSQ`cQ`^WQTQ`_bQW^`cTU\c] sc WQ^TUC Qj YQ^`c`_b : `YcS_~`ecU^`QbUe^QbU`_`baeU\ S_~cYUcdQ^S_] _e^`e^d`TUSQ^dTQT i QRc`edQ U^dU

\QTUduj] YQSYw^TU\QS_~b_fUc~QURdu SQfY^cdQ: i Qd] Y^Q^_c%_RbU\Q^USucY^QT TUe^Q\YRUbQT TU\Qf_je^dT%&_]_ cU
Y^cdU U^`_bUcdUx\Qd] _%&^U\Y^TU QWU^SQ%QfY^bT%Q] _bQ TU] Q^T_`_`_b_X^R^SYw^_b_] UduB_ Q] U^Q Q^%bUS_] `U^cQ_
SQcdW_%b_VY_] U^_c`bUSY_%b_] tbd_ TU] tbd_ 6X_bQ`_b\ dQ^d_%^d^eQd%`

➔DQcQS_~cYUbcY8b^cd_%b^ce S_~TeScQcQ^Q U^Q dUdQ%_b\ dQ^d_ ^_ U^Qe^QWU^du] _bQ%eZd_ Qw^TU^Uc%_b_] U^cQ%
Ud^'

: \9b K X^dRi] ei Q] U^eT_ XQR\QTU\ aeU t\ \Q] Qe^Q^e^SY_ ede] \YRUbQT TU\Qf_je^dT%&^~USucY^QT%&_]_ bUaeY^d_ TU\QWU i _c
S_] Q^T_c3i XQR\QTU\Q^USucY^QT S_] _d_dQ] U^duYS_] `Q^RUc S_ ^_c] Q^TQd_c i `b_X^R^SY^Uc` DUb_d TQ^QWU] _c TU
8b^cd_ cU^T_ Udu] QTU\Qc w^TU^Uc TUce` QTbU%#eQ^h'

1' i Lj ') '\$M8b^cd_ ^_c T^SU^aeU d_T_ _ aeU cUT^Z_ _XY_%^eU U^Se] ` \Y] Y^d_ TU] Q^TQ] Y^d_c aeU XQR\Q bUSRY^_ TU
DQTbU4'' #eQ^L>2%)' i , *' hY \$MQ] U^eT_ \U^TU\Q_RUTU^SQ TU8b^cd_ Q\Qc w^TU^Uc TUce` QTbU%#_] ' f' *2' DX^' ➔*1'
=U' f 1\$: \UcSb^bQ^dUc] U^SY^QT_ bU^ bUcU^d`_b_] U^cQ_ V^USY^Qc S_] _] _d^_c Q\Q` U^c_ ^Q^QSe] ` \bS_ ^ce TURU^%_ e^Q
cUQ] _fY^_ UY^TeSY^_ ` _b`_b_] U^cQ%&_] _d_dQ] U^duYS_] ` Q^RUc S_ ^e^UcdQT_ U^U^aeU\Qc` U^c_ ^Qc aeU ^_ dU^U^e^Q
\YRUbQT Q^ede] \YRU^%U^_ Ucd^TUduj] Y^QT_c ^USucQbQ] U^du Qe^`_ #tQcU U^` Q^dSe\Qd%` +21%

, **'\$DUb_ \QS_cQaeU UcdU UcSb^bQ^dUc] Q^%Uc TU] _cdQ^RU] U^du\Qc_%^YQ bU^Y^w^ S^cdQ^Q^Uc SYUd^' GYXQ QW TU
fUbtQT U^U^ S^cdQ^Y^] _ \Q GQW^QTQ: cSb^bQ^%bX_] RbU8b^cd_ ?Ucxc def_ ce f_je^dT Y^YQ^RU U^Y^Q^dU^RU] U^du
TUduj] Y^QTQ^Q^RYU^% aeU` _bcuc_ \Q4_ U^_ Q^e^du^d`_b_] U^cQ TU bUS_] ` U^cQc W^ b^_cQc XUSXQc Q^t%&^ \QS_ ^T^SW^
TUce` U^cUfU^Q^du i ` U^bUSSY^Qb\Q_RbQaeU 9Y^c \U XQR\QTUcY^W^QT_4#e' @Y^*) %*%&+ DcQ^ *MSH^ xQ L\Y^ 0%4%2'\$
: ^@SQc h^hY^ +1%&)' 8b^cd_ T^SUQ_c T^Y^S^e_c3] _c_d_c c_Y^ _c aeU XQR^Y^` U^d_ Q^USY^_ S_ ^] Y^U U^ ^] Y^` b^eURQc4i
i _c Q^Y^W^ e^bU^_ %&_] _] YDQTbU] U_ Q^Y^W^wQ] U^i@` Q^QR^QcY^W^Y^SQ] sc QTUSeQTQ] U^du QTUcY^W^Qb`_ bU
`Qsd_ ` _b_] U^cQ : \SQb_ cY^W^Y^SQ^_ TU\Qc` Q^QR^Qc TU8b^cd_ U^ \Qc W^eY^duB 6] U^Y^QaeU XQ^` Q^dSY^QT_ TU] Y^
du^dSY^_Uc i ` b^eURQc% XQcY^_ W^d_ U^% XQRubce` U^QT_4Db_] U^d_ XQS^du^` Q^dSY^Uc TU] Y^bUS_] ` U^cQ%` Q^bTQ^bUe^
bU^_48_] _ U^DQTbU] U^XQ`_b_] U^d^_ e^bU^_ ` Q^Q^S_ ^d^eQbW^d_ U^c i \Qce` U^QSYw^TU U^_c U^cQ`_c^iM\Qc` Q^QR^Qc
c_ ^RY^U^U^ \SQ^_ ` _b_c TUfUf' Y^+* 6\aeU fU^SY^U^U^TQ^t aeU cUcY^duS_ ^] Y^U U^ ^] Y^b_ ^_4QcU S_] _i_XU
fU^SY^_%] UXUcU^d^T_ S_ ^] YDQTbU U^ce d_ ^_iM8b^cd_ ^_ cW^_ XQR^Q`_b_] U^cQ TU t^h^d_ W^ b^_c_ i bUS_] ` U^cQc
XUSXQc Qce_RUTU^SQ i ceW^d_ Y^d_c%U^_ \Qc : cSb^bQc S^Q^Q] U^du _ bU^ bUcU^duS_] _ U^ec_ TU U^cdQc`_b_] U^cQ`_b
] _d^_c U^YSU^d^_c_RUTUSubi ceW^d^i U^` Q^dSe\Qb\Q`_b_] U^cQTUe^bU^_ aeU U^DQTbU \U XQR\QTUcY^W^QT_% cU^d^T_
S_ ^U^DQTbU U^ce d_ ^_48_] _ U^` =URL>*%&+\$ T^Uc`_Z_] _ ^_c TU d_T_ `U^_i TU` USQT_ aeU ^_c b_TUQ% S_ bQ^_ _c
S_ ^` QSY^SQ\QSQ^bU^QaeU dU^U] _c`_bTUQ^dU%eUcd_c_c_Z_c U^?Ucxc%bQcd_bi S_ ^ce] QT_bTU\Q^W^U^SeQ`_b
U^Wj_ `eUcd_ TUQ^du TU t^%&_ ` bU^VQ^S^e] % U^_c` bUSQ^T_ U^_`_b_RY_% cUcU^duQ\Q^T^Ucd^QTU^d_ ^_ TU9Y^c^i

M_ UhdQv_ cU^Q U^SeSXQbSeQaeY^bQcU^SYw^ S^cdQ^Q^aeU U^SQ^S^du^bcQ^d_ i U^SUU^du i U^S_] ` _bQ] Y^d_ TU`UceSb^cd_%
aeU\Q_RUTU^SQaeU \UfQ QSQ^RQZ_ dQ^W^Q^T^Uc` b^eURQc%`_ U^QfY^b^_c_ _TYW^_ TU Q^QRQ^Q^Q4`_ b^eUce f_je^dT ^_ U^Q
\YRUb QT^ede] aeU%QcUQ^Q\QcQ^d^T^QT_ U^` USQT_% U^_ cU TUduj] Y^W^Y^Q^dU^RU] U^du Qe^_4aeU TUc` et c TU U^cd SeU^dQ^%_
XQ^ fY^bT QW^e^Q^U^d TQ^QX^e] Y^QT TU8b^cd_%Q] Q^cU^e] RbU^Q` QSY^SQ^QSQ^bT^QT%b^_ U^d^w^TU_c U^Uj] Y^W^c^T^Uc` bUSY
TU^] e^T_ %T^U^S^U^_ TU] Y^Qc%Qce] Y^W^Q\Qf_je^dT TU9Y^c^Q` U^bUSSQ_RUTU^SQ Qcec w^TU^Uc s

\Q] eUbdU%] eUbdU TU Skaej %ce WlQ^S_] `QcW^TU_c QXWWT_c%ce Q] _bcY^` hUSUTU^duc `QdQ\QXe] Q^YTQT%ce
WUUYTQT Q9Y_c i U_X_] RbU%U^UcdQc WlQ^TUc `teURQc4ce _bQSYW^` _bcec U^U] WU_c%Y^Sec_ SeQ^T_ S\Qfs^T_ U^VQ
Skaej 4aeU\Qf YteT%SeQ^T_ cUQ^ \SQQUcdQc S_cQc%`_ Uc] sc aeUe^`_] RbUfQSu_4aeU^_ XQRUQ] t bdi U^ SeQaeYUbQ
TU UcdQc S_cQc4Uc TUSb%aeU8 bcd_ UbQTW^_ TU ^QTQU^QRc _led_ QSQecQTU U\ _c%TW^_ TU hUS_] `U^cQ%Y^Wk^
U_ WU_c%Y^Wk^X^_b_ bUc^ Ud_ `b^ QdU TU9Y_c_ TU_X_] RbU4^ _baeUce f_je^dT ^_ UbQY^TWUW^du% \RbU TU
SeQaeYUbQTU UcdQc S_cQc%_ Q] S_ ^dQY_4^ Ub_ RQZ_ e^QYSY^QSW^_ cUcW_ ^eUbdU%Q] Q\Qc S_cQc aeU UbQ^ UhsU^duc%
S_] _XY_ Y_ ` _cYUaeUt\TURU U\UWbU S_ ^dQY_4aeU TUc^ et c TU UcdQ SeU^dQ% QdQecQbU \U^WaeQZU TU 9b K XYRi %

9U QSeUbt_ S_ ^UcdQT_ Sdb^Q^UcQ SbaQebQaeU Ucd^ `bUcU^dT_ S\Qd] U^duU^VQ: cSbaQebQ S_] _U_ b] _W_ Yd_ TU dTQ SbaQebQ S_] _
du^Y^T_ U^dTQc \Qc S_cQc \Q_ bU] YU^SQ% S_] _U_] sc Qd_ TU dTQc \Qc SbaQebQc U^VQf YteT%U_X^_bi VQTWY^TQT TU VQ
Qed Ucd] Q^QQRQ^] Q% W_ bQ%QSQecQTU ce f YteT%Uc] U^_c TW^_ TU `bU] Y_ _QQRQ^] Q^aeU U_] sc \UfU TU_c cQ^d c4cu%`_] sc
TW^_ aeUe^bU_Z_ e^cY_ `U] saeYQ^aeU Uc^`ebQ] U^du `QcY_%] _fY_ ` _b\Q^USUcY^TQT ^QebQ^

6 Zej WQb`_ b\Qc bU^ bUcU^dSY_ ^Uc TU VQc UcdQebQc TU VQc S_cQc%du^U] _c bQ_ ^Uc `QdQce`_ ^Ub%aeU8 bcd_ d] wc_ RbU t\ ^eUcdQ
^QebQU] Q% XQRWbS_ ^`_c_d_ c U^UcdU] e^T_ %U^e^UcdQT_ TU ceW] Y^d_%_ cw_ `QdQcQd^QSub`_ b^eUcd_ c `USQT_c4^ Ub_ aeU%Q
UcdQbU^ ^eUcdQ ^QebQU] Q] S\Se^cd^SQc% RQZ_ ^eUcdQc `teURQc%_ TbQcUb^eUcd_ UZ] ` \] sc QTUSeQT_ i Q^ b_ YQT_%Tubi
SQ^ Yb^%U^ U\UzbsY_ TU VQf YteT W_ b_c_ i fYd_ b_c_% ` _TbQcUbe^UZ] ` \ f^YRU TU VQc W_ b_c_ i hUS_] `U^cQTU U\Q4^ QdQaeU
`_TQ] _c fUbU^t\QRUU] Q^Q] YQRU^ucc% fUbtQTUb_ X^_bi VQ W_ bQ% ce^ Ub^ bQRU^UWY%TU UcdQf YteT%aeU Uc QTUSeQT_ `QdQ
^`_c_d_ c \ c cUbc Xe] Q^_c Q\Q^ bSdSQ4i ` _b_ dQ^d_ `TbQ^Q^ bU^TUb% cUbQ^Y] QT_%Q RecSQb\Q W_ bQ] U_X^_bS_] _% `QdQ_RdU^Ub
VQ hUS_] `U^cQ W_ b_cQcY_ YQbUc^ # Ub=UR Y2 & *-^ S_ ^f 1Q2^ i hY^%a%
, ' ?_X^LJ ' *) ' F_] ' fY^*0^ +H] ' Y^**%+* Dud Y^*2%a^) ' Y^*3, \$ Dub_ cY^_ XQRUQ ^QTQTU SeQaeYUbf YteT_] t bdi %YcUQ
TW^_ TU SeQaeYUb_ bU] Y^W_ bQ^QQRQ^] Q_ U_ W_ U^QRc _led_ %U^dT_ _ aeU XY_% _baeU UbQdT_ _ ^USUcQY_% ^`_ _TuQ
UfYQd_ 4U^d ^SUc%Sw] _Uc aeU QaeUSeQaeYUbS_cQTU] Q^UbQ QTUSeQTQ^ QdQQ^Y] QbUYSY^QbQ^`_c_d_ c%SQebQc \RbUc%
`UcUfUcdQT_ U^RYU^XQSub/RecSQ^W_ bQTU X^_bi f YteT5

9Y_c XQRQ TU cu] Yc] _ S_] _ `USeYQd] U^du RYU^cQd^VUSX_c S_ ^VQZcdSQ TU UcdU Tyd^rW^Y^T_ cYf Y^du #e" +*^ L @#\$
: \GUv_bCU QWlQTQ`_ bce SQecQTU VQZcdSQ; @c cQSBWY_c TU UTQT^eU XQRQ TU U\ _c S_] _ e^`_ \ bWlQd_ Q9Y_c%
`Ub_ VQ_RUTY^SQ TU8 bcd_ S_] _] eSX_] sc QSU dQRUaeU U\ _c^ # DcQ h\ / % ^ \$ GOSWY i _VU^TQ^_ du QWlQTQ3
] YQXQc_ uT_ dk QRbWcS_] _ d_ cYUf_ bUQY^Qb_ RUTY^SQf_je^dTQ^PX_ SQecd_ i Uh^ YQSW^`_ XQc_ TU] Q^TQT_ '
: ^d^`SUC TYZB=U] UQaeU%S_] _ e^cYf Y^du aeU QUMWU] U^du bUc^ _^TUQVQc \Q] QTQc TU ce Q] _FAUS_] `VQ S_ U^
XQSubd_ f_je^dT^0Y_c] u_% d_ \U_ Ucd U^] YS_bQ w^ #AQd_ hfY. "" \$: cdUc] Y=V_ Q] QT_%U^aeU^du^W_
S_] ` \QSU^SQ; M8 bcd_ ^`_c T^SU Uh^ bUcQ] U^du^aeU U\ DQTW \UQ] Q^_ bUcU] QdQ^ _c_ UZ] ` \ TU ce_RUTY^SQ%ce
bU^TY] Y^d_ f_je^dTQbQ\Q] eUbdU%U^Se] ` \Y] Y^d_ TU VQ_ bTU^TU DQTW/#?_X^h*0%1^ \$ D_bUc_] UQ] Q U\ DQTW%
`_baeU i _`_ ^W_] YfYQ8&BYWk^X_] RbU] U\QaeYQ4^ Ub_ i _VQ^_ ^W_ TU] u] Yc] _ & cdU] Q^TQ] Y^d_ hUSRU TU] Y
DQTW '

Mcy^_ XQRUQ] t bdi U^VQ_RUTY^SQ TU8 bcd_ XQcd\Q] eUbdU%eY^_ ^eUbdUTWQ TU U_ W_ % TU VQc] sc W_ b_cQc
hUS_] `U^cQc%_ c UZ^bYd_ c SUUcdUc UbQ^] ei UaeY^SQTQ% _b\Q SeU^dQaeU Uc

TUubj YQT_ TUU\ c%#f FUF' 1 &*+ \$ @c SeQb_ QYi QUC% \c fUrdSeQb_ Q'SQ^ c%U` _cdwTUQrdUTU
8_btub_%au^u^T_ SQTQe^ Qb Qc% S` Qc TU_b \Uu^c TUSYU^c_4Si SQ^dRQ^e^ ^eUf_ Ss^ds_%fSYU^T_3
9WV_ Udu TU_d] QbU\YRb_ i QRbbceccU\ c4` _baeUdk V^EdUc(Q^&M] Yt% _u\Qf_j TU] eSX_c s^WUuc
QbUTUT_btU_d_ ^_% \c QYi QUC% TU\c Q'SQ^ c% U^x] Ub_ TUU\c UuQ] Y\ ^c TU] Y\ ^c%] Y\Qduc TU
] Y\Qduc^aeUTUSQ^QWQ^f_j %9WV_ Uc U_8_btub_ aeU^eU^Y] _\QT_%fU^SYR^bU` _Tub^Qc b^eUj Qc%Q
cQR^TeuQ^QV_bQj Q^QX_ ^Q^QW_bQj \Q^Q^Q^Q^ Q '

8b^cd_ XQR^QTU\QfY^TQ Udu^QaeUXQR^QTU^SYR^b] _\Q^b] `U^cQTUce_RUTU^SQ^Q\c] Q^TQj YU^d_c TU
DQTU^ #?eQ^L>2%) '\$ B_XUXQR^QT_ TU] u] Yc] _4U^DQTU^aeU] UU^fW^% \] UTY_] Q^TQj YU^d_ TU\ aeU
XUTUTUSbi TU\ aeUXUTUXQR^Qb^i ct aeUce] Q^TQj YU^d_ UcfY^TQ Udu^Qb\ aeUi_ XQR^%b] _ U^DQTU^T^
Q] u% _b\ aeUXQR^` i;9Y_c `b] Udu^UTQ^t ` Q^bU^S_ ^\c WQ^Tuc% S` _bce cU^ce cYUf_ Zcd_% _bce f^TeT
W_b\ cQU^UcQc WQ^Tuc` ^eURQ^i QVSSY^Uc` #e' @>***%+ \$] Uts U^dQRQ^ TUce Q] Qi aeUTQs cQ^cWUX_4
D_bce S_ ^Sj YU^d_ Zcd^W^Qs] YcYUf_ Zcd_ Q] eSX_c4i t\ \Uf^Qs \Qc Y^aeY^TQ^Tuc TUU\c` D_b^d^d_% _UTQ^t
` Q^bU^S_ ^\c WQ^Tuc% bU^ Q^b^s U^R_d^r^S_ ^\c V^eU^Uc% _bSeQ^d_ TUbQ] wce fY^TQXQ^dQ] eUdu^i@Qc
: cS^deQ^c bU^ bUcU^d^Q^9Y_c S_] _bU^S_ `U^cs^T_U] ei ` _bU^SY^ QTU^d_T_c cec _d_c QWU^dUc` # DXY>0 &
2\$ p\^d] wc_RbU^t\QV_b] QTU^cYUf_ i cUXY_ cU] UQ^dU^Q\c X_] RbU^4i UcdQ^T_ U^Q^S_ ^T^SW^TUX_] RbU^p
cUXe] Y\wQcu] Yc] _%Q^SY^ ^T_cU_RUTU^dXQ^dQ] eUdu^%] eUdu^TUS^ej 4D_b\ SeQ^dQ] RY^9Y_c\ UhQ^dw
i \UTY_e^ ^] RbU^c_RbU^d_T_ ^] RbU^i#DcQ^L@ '

0'\$ =Qc Qj QT_ \QZcd^Si QR_bU^SY^ \Q] QTQT4` _b\ dQ^d_ 9Y_c%e 9Y_c%auXQe^W^T_ S_ ^U^WU_ TUQU^WbQ] sc aeUQ
dec S_] `Q^Ub_c '

B_XQ^ Uc` QSY` Q^Q^V^W^%aeU\c RU^U^SY_c_d_bWQ^c W_b\c_c S_] _S_ ^cUSeU^SQ^TU\Q_RUTU^SQ^TU8b^cd_%
^_c_ ^`b`^Qj U^dUTU\Q^Q^bQ^Uj QTU^e^Q^bU^S_] `U^cQ^oEet Uc^e^Q^bU^S_] `U^cQ^W^U^cU^d^T_] sc`b`Y_%
cY_e^RU^U^SY_d_bWQ^_QS_ ^cUSeU^SQ^TUQW_] _bQ] U^dU^hSU^U^dU^U^SQ^Y^QT_ S_] ` _bQ] YU^d_%^e^
dUcdj `Y_ TU^RY^RUQ^d^T U^aeU\Q^hSU^U^SQ] _bQ] i TU^bUc` U^d_ i QWQ^T_ Q^UcQ^SeU^d^S GYdU^U] _c U^SeU^d
VQ^Q^bQ^Uj QTU^e^Q^bU^S_] `U^cQ] sc Ucd^b^dQ] U^dU^% XQSubU] shY_ _TU^U^Q^% QvQ^Tj _c Q\ aeU^Uc TU^Ucd
TucSb^SY^r` t^b^d_ `b`Y_] t^b^d_% \Q^S_ ^SUC^W^TU\c RU^U^SY_c S_] _S_ ^cUSeU^SQ^TUe^Q`b] Ucd^H_TQ^uQ
cU`eUTU^U^S_ ^dQ^%_ XQ^ ^QTQaeU\U` Udu^U^S^U^Ub_ \ aeU\Q: cS^deQ^Q^d^Rei U] sc Uh`bUcQ] U^dU^Q\QW_bQ
_d_bWQ^TQ^8b^cd_%Tuc`et c TUcec ceVb^ YU^d_c48_] _cUTuc` bU^TU^TU\ aeUXQ^cY^ i Q_RcUf^QTQ^Xer_e^
RU^U^SY_d_bWQ^_W_b\cQU^S_ ^cUSeU^SQ^TUQW_] _bQ] U^dU^hSU^U^dU^U^SY^T_ \Q] QTQ^@bU^S^d^T i VQ
RUTU^SQ^Xer WQ^VQ^ _b^U^Q] _bi RY^` \UcUT^Ucc% _bUcdZcd^Si _RUTU^SQ^U^U^aeU_d_bWQ^ ^XQR^Q
] t^b^d_ `b`Y_%YcUQ^TYW_ TU\Q` bUcd^SW^%U^Q_RUTU^SQ^aeU^eU_d_bWQ^_U^Se] `Yj YU^d_ TU\Qc`b] UcdQ
XUSXQc` Q^QaeU\Q_RUTU^SQ^4i V^US_ ^SUTY^_% _b\ dQ^d_% ` _baeU^t\XQR^Q^bU^Q^Y^QT_ aeU\Q_RUTU^SQ
DeUT_ QvQ^T^bQ^d_TQc UcdQc S_cQc%aeU?UceSb^cd_% YU^dQc aeU^QaeU^U^SQ^b^U^bQ] Q^WUcdQ] U^dU^U^e^
UcdQ^T_ TU` ^eURQ: \x\^d^ _6Ts^%b_] _8b^cd_ cU\Qj Q^# 8_bLf^-' F_] ']' *- '\$dU^U^T_ c_RbU^t\Q
^Q^bQ^Uj QXe] Q^Q^% ` _b\ aeU\Q^S_ ^T^SW^TU^U^SQ^f_% UcdQbRQ^ \Q^U^%fU` YU^i Q^S^eQb` _b^_c_d_c%U`ec_
U^e^UcdQ^T_ TU` ^eURQ^b_] _U`b^ Ub6Ts^gQc^9b

Q\Qc d^ndQSY^uc TU GQd^sc' Dub_ 8 bcd_ VEU Q Qd^ndU] U^nd U_ RZd_ TUSQTQe^Q TU U\Qc' : ^SeQ^d_ Q\Qc`b_] Utc Qe XUSXQc Qt\%
XU XQRQT_ i Q @Qc T^VSeVdQTUc i QWSSY^uc aeUS_ ^S^wU^Ua Selc_ TU ce_RUTN^SQ%U\Q] Q^cec d^ndQSY^uc _`beURQc%#QeSQc
LL>+1'\$]_c_d_c_c_Y\c aeUXQRtYc`Ud Q^UST_ S_ ^] YV_ U^] Yc`beURQc_ U^cQ_c'i #=UR Y^*1'\$ DeUc U^SeQ^d_ t\] Yc] _
`QTUSYw^U^T_ d^ndQT_ Q d^ndQT_ %aeUuc`_Tub_c_`QdQ_c_S_ b^bQ\c aeUc_ ^d^ndQT_c'i M^SQ`' Y^*.' \$ _ d^ndU^e^VdQ^
cQSd^d^d^aeU^`eUTUcubd^SQT_ S_ ^UcU^d^] Y^nd TU ^eUcdQc U^Vd^] UTQTUc4`Ub_ VEU d^ndQT_ U^d_T_ cUW^ ^eUcdQ
cU] UZ^] Q% Ub_ c^`USQT_ i M U^SeQ^d_ Qce cubd^ndQT_`_bGQd^sc Uc_ aeU ^YV^e^_ fQQTc`edd

GUSSU^>

: \SQ_ TUUZ]`_%UTQ^TU9Yc`QdU^`USQT_% TU X_] R^USQ^_ U^VU^UQ%TU] eUcdQ\Q^USU^YQT_]_ bQ i \QY^SQ Qd^ndQT
`QdQcubS_XUW^dS_ ^Sel` QRY^QT^

9F'9: K=>H7MQVd Q\Q\YRUhQT%`_cw_ TUS_QSSW^%Y_`_b^USUc^YQT% QdQcubUcU^SQ`QdQSeQaeYubS_cQaeU] U^USU Ua
^_] R^U TU`USQT_%`QdQe^Q QSSW^TU cubSel` QRIU4U^UcdQc`QQRQc%# 9Y^Selc_c_R^USY^S_`e^d_c^WY^Qb,'`,-1'\$ GYU\c
`eUTU^`_b\ d^nd b^aeUubQ%Q^S_ ^d^ndQSSW^%Ycec`USQT_c TU_] Y^W^_S_] Y^W^_T^dQ] U^USubUcU^_] R^UBaeUcUQcU^SQ
Q\Q^Qd^bQ\ Q TU^`USQT_%UW^ ^Q TUW^S^W^TU GQ^6V^cd^%aeUcU d^nd TU e^Q QSSW^TU e^ ^RUbe] UcdTx_ Q^cd^UdU H^d^
S_cQc`Q^USU^SQdQ] U^nd ^USUcQY_ bQY Qbe^Q QSSW^e_] Y^W^Sel` QRIU4*^ EeUcU Ucd U^ ^eUcdQc] Q^c`Qd bQY Qb_
QRcd^UcU TU U\Q4`_baeU^%_] _C^W^U^c% d_T_c\c`QT^d^%_bUZ]`_%Q^TU U^c Sel` QRIU`_b^_XQSub\ aeU^`_T^QXQSub
i U^_dQc`Q^d^c TU T_Sd b^YcYd^aeU SeQ^T_ QV^e^Q XQSubU] Q`_b^USUc^YQT%_ aeUXQSU^`_ U^e^f^SY%aeUc_ ^Sel` QRIUc
TU ^YV^ ^V_% ^T^W^c TU ^YV^e^Q Sel` Q^] U^_c` bUSY_% U^TucX_ ^b^ Ub_c_ ^V^ b^SXQRUc GYUcdQc S_cQc_c_ ^S^UcdQc^U^ U
cU^nd TU \Q ^USUc^YQT TU 9b K X^Ri %U`beURQ^d_T_c\c dQuc`QdQcub`U^USd_%_c aeUc_ ^QRQ^T_ ^QT_c TU 9Yc Q\`USQT_%
U^_ aeUcUS_] `b_] U^U^Tuc`et c TU U_%U XQ^b^T^T^_%&: c_XQ^e^Q^S_cQ dQ_S_] _\c X_] R^d^cU^Uc TQZ^T^SQ] U^nd XQcd
U^`USQT_%aeUc S^Ud^%YQ: cS^d^bQ^_c Y^V^ Q^S_ ^bQ w^4dQ_S_cQcU^T_ Q] U^eT_ ^_cUXQRQBS_] _U^DcQ^ @LL>*+
D_bUc_ \c U^ndUW^Q\Q T^bQ] Q TU ce S_bQ w^% U\c SQ] YQb_ ^U^cec`b`Yc S_ ^cUZ^c'i #Sd_c] >- +\$ M9Yc cU Q^ Qd^nd% \c
U^ndUW^aeUcY^UcU^Q UZ^bQ] TU S^U_`#_] 'Y+ '\$ D_bQ^d^%Q] R^e^9Yc\c U^ndUW^Q\QY^ e^T^SQ^W^Qc S_ ^Se`Y^SU^SQc
TU cec S_bQ_ ^Uc^TU ceU^d^aeUS_ ^dQ] YQb_ ^cec Selb_c U^ndU cu] Yc] _c'i #Ub + '\$ D_bUcd_ 9Yc\c U^ndUW^Q`QcY^Uc
fUbW^_j_cQc Q^USd_c'i #Ub +1'\$ MS_] _QU\c ^_Uc`Q^USW^d^UbQ9Yc U^ce S_ ^SY^ Y^nd%

B_ U^ ^USUcQY_ UcdQbTU`YUc R^U d_T_`QdQ`bUW^e^dQ%_ aeU X_] R^d^c bU^e^SQ^Q\c T^UcU_c TU cec S_bQ_ ^Uc] TU 9Yc
c^W^Y^SQB^RQcdQ^ _`RcUf QbaeU UcdU] UTY_ U^c^Y^TeTQTUcd^ndQT_ 9Yc`QdQ`b^TU^Qb_ T^c`_`ub\Qc S_cQc^U^QV^e^Qc`USd
e_d_`QcUQ`_bXQSub_ ^_XQSub% QaeU\Q^S_ ^cUSeU^SQ TURU^QcubX_] R^d^c aeUS_ ^d^ndQ^U^cec`USQT_c' H^Q^d_ S_] _
\c X_] R^d^c cU TQ^XQcdQ%_b\ d^nd U^Q^S_ ^cUSeU^SQ TU ce b^T^T^_% QcUQ] U^_c_] sc' GY9Yc ^_] Q^TQ^S_cQc QcU%
`_bQSSW^`_Ud Yc_%aeU U^`USQT_ cubS Q^S_ ^cUSeU^SQ^U^U^U^ TU] eUcdQaeU^_cU^Uc TQXQcdQ U^Q^S_ ^cUSeU^SQ GY
R^U^Q^S_ ^cUSeU^SQ^U^fUj TU] Q^U^d_ ^S^Uc\Q] Y^UbS_ b^ndQTU9Yc XQ TU cub

bU5_ ^_SYT_ U^UcQReU^Q4U\SeQ_] U6SUT TURU cubS_ ^bQbQQA Z6SY_ TU9Y_c U^W^e^SQbQ_] Q' GYU UFU^d_ TURU
`b_RQb%aeUcU\Uc TQQA_] Q_S_] _S_ ^cUSeU^SQ^Q_S_ ^dneQSW^%Qc` Utc_ ^Qc%aeUc_ ^_RZd_ TU\Q_ bUcU^d
cU^dU^SQ^TURU^ cub_ c ceZd_ c TU dQ UFU^d_ %_b_ aeU U\ UFU^d_ Uc ^USucQb_ GY^_ cw_ IQS_ QSSW^% Ub_ d TQ
^USucYTQT% b_RQb^ _\c X_] RbUc c^`] Q^SXQ^Q_S_ ^dneQSW^%eTQc UtcY^dQXQRU^Tuc` et c TU 8 b6d_ \U XQRUQTQT_
] sc% i QXQRUQTUSQQT_ ce cUW6b_ TU\Q_S_ ^TU^QSW^% aeU U^f U6TQT \U^RQ Q U^dUWQb p\ UtcQSe\ QRIU TU ^YV^
`USQT_ U^dQSY_ ^QbQce A Qucd_ %U^ Ucd ce` eUcd 4Qe^aeU ce%Q XQSub_ %U XQRUQTU` _b8 b6d_ S_] _U^ USQT_
] sc QWQQT_ %Q sc Qb_ j aeU U^` USQT_ TU DYQd_ U^S6eSWQ_ ' M_ \c ?eTY_c U^: W^d %U^ U^ dU_ ` _ TU^UdU_ UQc%
Utc^ Se\ QRIUc TU` USQT_ %U^ ce ^_ QT_ bQbQ 9Y_c f U6TQTub_ %Tuc` et c TU aeU 9Y_c XQRUQ Z6bQT_ ` _bce WQ^ ^_] RbU%

: \9B K XYRi #nS_ U^SYs_ `e^d_c% ,) +%) , ""\$B^WQ^aeU_ c X_] RbUc %U^ Ucd] e^T_ %_b_ aeUcU\Uc TQcU_] W^` _b9Y_c Q_` USQT_ %aeU
cef_ je^dT TURU TUdU_ YQcU ^USucQb_ U^dU Q_] Q4Q` UtcQTUaeU Utc` _b_ YdQbQ^aeU Ucd] UTY_ ` eUTU cubc_RbU_ Q^UcTYW^` QbQ_ \c
X_] RbUc` QbQXQSubU RYU^% ^e^Q^UeUW YSYQSW^T_ RQQTc i TU WQ^ QSQ^SU` QbQ_ aeU Utc] Q_` Dub_ cYTURU_] _U_ U_ j baeU U\ SQc_ cUQ
W^Q aeU tU^ bUcU^dQ Z6SY_ TU W^e^SQbQ` USQT_ cubS_] UZ bUcdQb TU QSeU^T_ S_ ^cec ^_SY_ ^Uc TU aeU \Q YRUbQT^aeU Utc UeU^SQ` QbQ
QQRQb_ IQSe\ Q^aeU cYTURU_] _c ce` _UbaeU` QbQXQSubaeU U\ UFU^d_ TU` USQT_ Y_] _cRIU_ D_ baeU cYe^QY_] _cRYQTQT TU UFU^dU^` USQT_
U^ce d dYTQT UHSecQc Qe^X_] RbUQ_S_ ^dneQSW^%_bIQ_] Y_] QbQ w^%aeU cUQTYW^TU UFU^d_ UHSecQ U^` QdU4i Ucd_ cw_ U^` b_` _bSW^Q
WQQT_ TU TYW^eId_ &GYQ YW^U^SQ TU IQY_] _cRYQTQT_] _bQ_ IQYSQ_ QSTQT cUQ U_] Y_] % QbQ Z6dW^Qb_ Qc` Utc_ ^Qc_ U^ ^_ XQSub_ ^_ UFU^d_]
SeQaeU bS_ cQ%_] _U_ TU IQYSQ_ QSTQT ^QbQ%aeU cUce` _U^U^d_ ^SUC^e^TetQ^TU W^Q_] Q^UcQ^TYW^eIdT_] _bQ_ dU^U_] Y_] QY^U^SQ
TU UHSecQbS_ ^TYW^eIdT ^QbQ_ Dub_ dT_ _] _U_ YQ^%aeU Y_] _cRYQTQT ^QbQ_ gX_ W_ UHSecQc% dQ_ RY^aeU IQc UHSecQc TYW^eIdT ^QbQ_ U^
` QdU% XQSub aeU IQQSSW^e_] YW^TU] U^_ c SU^ceQRIUc U^` b_` _bSW^Q IQTYW^eIdT_ H_T_ TYW^eIdT ^QbQ_ TU QSeU^T_ S_ ^_ c T6dQT_c] sc
SQbQc TU IQ^e_] TU IQ^ QbQ_ Q^U^HSecQc U^SUb_ WQQT_ %TU] _T_ aeU U\ QRQT_ ^_ ^_ Utc d^ SU^ceQRIU%_] _cY^_ XerYUcQXRYT_ ^YV^Q
TYW^eIdT U^U SQc_ % Qcu_] Q_ bCubS IQTYW^eIdT Utc^U^T_ U_] sc UHSecQRIU^U^` b_` _bSW^Q Qe_ U^d_ TU IQTYW^eIdT_ MS_] _Y_] _cRYQTQT
^QbQ_ U^ce d dYTQT UHSecQc% UHSei U d TQSe\ Q%_ b_ aeU SeQ^d_] sc cUQSubSQ IQTYW^eIdT Y_] _cRYQTQT^U^T_ U_] sc SubSQ_ Qe^Q
` Utc_ ^Qc_ Utc YdQXQRU U^` b_` _bSW^Q UtcU U^V aeU M cYU SQc_ TU Y_] _cRYQTQT_] _bQ_ ^USucYTQT% QcUQTU IQ_] Y_] Q_ Q^UbQ_S_ ^IQ ^USucYTQT
^QbQ_ S_ QSSW^U^ SeQ^d_ Qce YW^U^SQ` QbQ Z6dW^Qb^ QRQT_ ^_ %Q_S_ ^dneQSW^%dQ_ RY^%_ bIQ_] Y_] QbQ w^%U SQc_ TU TYW^eIdT ^QbQ
^_ TYW^U TU IQ YW^U^SQ` QbQ UHSecQb^ TUCSeY_ %TU IQTYW^eIdT_] _bQ_ aeU ceUW TU e^UeUd cUcW_ YSYQSW^XQSQ U_] Q%_] _
`b_` YdQbQ 9B K XYRi U^U SQc_ TU QaeU_ c aeU cU TQ^Q_ c TUcU c TUcec` _b_ Y_c bQ_ ^Uc` 6cuaeU IQSe\ Q TU UcdQc` Utc_ ^Qc_ TURU cub
T6_] YeyTQ^U^` b_` _bSW^Q IQTYW^eIdT% U U^V aeU TU IQY_] _cRYQTQT_ GYTY_ WQQT_ c TU TYW^eIdT_] _bQ_ XQSub aeU IQQSSW^TU dT_ Y_] _cRIU%
i d^S_] `WQd_ U^dU UHSecQ^U^d_ ^SUC cYXQ ^eUfU WQQT_ c TU TYW^eIdT^Q` Utc_ ^QcUc^ U^WQ^` QdU UHSecQT_ % Uc TU ^eUfU WQQT_ c U^TY_]
] U^_ c SU^ceQRIU^aeU cY^_ XerYUcQXRYT_ ^YV^Q TYW^eIdT U^QRc_ led 4i t\ dU^U e^c_ \ WQQT_ TU Se\ QRYQTQT_ @bQ w^Uc cY_] `U^U^_ \c
`b^SY Y_c Qj Y^Q^Qc 4f U6RYWQSQ` _baeU S_] _TYW^eIdT% _bT_ RQQT_ Q^dUSUTU^d_ i U_ cUcW_ TU IQf_ je^dT%eU YSbU_ U^dQ IQ YRUbQT TU
YTYW^U^SQ% Qed TUdU_ YQSW^ U^IQf_ je^dT%eU TYc_] Yei U4d^d_ RcdSe_ %Q_] UTY_ U^d_ Uc QW^U^U SQ_ Y_ TU IQf_ je^dT QSeQ^T_
YRU_] U^dU_ b_] UtcQ Qed TUdU_ YQSW^ M cYTY_ WQQT_ c TU dQ Uc_ RcdSe_ c aeYd^d TQ UtcQ YRUbQT^Q_S_ ^dneQSW^%eUfU WQQT_ c%Q\UF Qb^eUfU
TU SQTQTNY_] QdUc% TUZQ% Ub_ e^WQQT_ TU YRUbQT_ M` _b_ d^d_ ^_ XQ_] sc aeU e^c_ \ WQQT_ TU RQ_ UQRU^Ucc U^U QRQT_ ^_ 4U X_] RbU
XQRU^T_] sc SU^ceQRIUc U^` aeU XQSub_ TUZQTU IQT_ %aeU` _bT_ RQQT Q^dUSUTU^d_ i U_ cUcW_ TU IQf_ je^dT%eU YSbU_ U^dQ IQ YRUbQT TU
YTYW^U^SQ% IQ YRU TUdU_ YQSW^ TU IQf_ je^dT%eU fUTc_] YeyTQd^d_ RcdSe_ %Q_] UTY_ U^d_ Uc QW^U^U SQ_ Y_ TU IQf_ je^dT QSeQ^T_
YRU_] U^dU_ b_] UtcQ Qed TUdU_ YQSW^ M cYTY_ WQQT_ c TU dQ Uc_ RcdSe_ c aeYd^d TQ UtcQ YRUbQT^Q_S_ ^dneQSW^%eUfU WQQT_ c%Q\UF Qb^eUfU
TU SQTQTNY_] QdUc% TUZQ% Ub_ e^WQQT_ TU YRUbQT_ M` _b_ d^d_ ^_ XQ_] sc aeU e^c_ \ WQQT_ TU RQ_ UQRU^Ucc U^U QRQT_ ^_ 4U X_] RbU
XQRU^T_] sc SU^ceQRIUc U^` aeU XQSub_ TUZQTU IQT_ %aeU` _bT_ RQQT Q^dUSUTU^d_ i U_ cUcW_ TU IQf_ je^dT%eU YSbU_ U^dQ IQ YRUbQT TU
YTYW^U^SQ% IQ YRU TUdU_ YQSW^ TU IQf_ je^dT%eU fUTc_] YeyTQd^d_ RcdSe_ %Q_] UTY_ U^d_ Uc QW^U^U SQ_ Y_ TU IQf_ je^dT QSeQ^T_
YRU_] U^dU_ b_] UtcQ Qed TUdU_ YQSW^ M cYTY_ WQQT_ c TU dQ Uc_ RcdSe_ c aeYd^d TQ UtcQ YRUbQT^Q_S_ ^dneQSW^%eUfU WQQT_ c%Q\UF Qb^eUfU
TU SQTQTNY_] QdUc% TUZQ% Ub_ e^WQQT_ TU YRUbQT_ M` _b_ d^d_ ^_ XQ_] sc aeU e^c_ \ WQQT_ TU RQ_ UQRU^Ucc U^U QRQT_ ^_ 4U X_] RbU XQRU^T_] sc SU^ceQ

t\du^U\Q\VRubQT U^UcU Qce^d_%_baeU\QSe\`Q_ \Q QCRQ^ Q #NSU^aeU\$cebWU U^duQ] U^du TU e^ReU^ec_ _ QRec_ TU\Q\VRubQT^

9Ud_T_ \ SeQ.cUTUTEsUP%aeUe^QVebUYSYQSW^i U.cUcW_ TUe^Q] Q^UdQ% \QTYSevdQT TU`QcQb`_bU.S_~dQdY`%_ XQSUaeUe^Q
`Ucc_~QcUQU^QRc_led_] sc Uh`eUcd_c Q.`USQT_% SeQaeYubS_cQSU^cebQRUB`_baeU%Q] UTYQaeU Qe] U^du\QTYSevdQT%Qd^ SeQ^d
] U^_c cUbaeYubU i Uc`UdQ 6e^aeU U^e^Qc` USd_%UYSBU] U^duUh`_cUT^Ucc Q.`USQT_%QcQRUB`_be^Qe] U^du TU Uh`_cUT^Ucc Q\Q
] Q\QSSW^e_] Y^W^4c^U] RQbW_%UfUTY] YeYQ U^_d_ cU^dT_% QdQ UaeYRbQ_4QcQRUB%Q_] _\Q` USQ] Y^_cYQT_ R\Q] QRU^Ucc TU
YQSSW^e_] Y^W^Ucd TY] YeY_ U^Q] Y] Q`b`_ bSW^ 6cuaeU^W^W^UdQ%Qc^d_%^SeQ^d Q Uh`_cUT^Ucc Q\QSe\`Q_ \QSe\`Q%
aeUaeUTQW^QaeU\ _VU

DQdQYecddQbUcd`%e`_~VQ] _ce^QUCSQQTUe^UaeYRbY_ aeUcUQYduYW^du% e^QW^duYRbU% YTeUT S_~e^`_TubTU
Qed Q`_fY] Y^du`%U^fYbT TU_c SeQUc`_ThQ QSeQbi `b`TeSbUWUd_c XQcdSYUd`_e^d`%U^ WQ] _`Q] _fUccU Qcu] Y] _XQSQ QbRQ
XQSQ QRQZ S~e^QVebUj QW^Q Qe^`Uc_ TU TUj YRbQ4i aeU%_bdQ^d_%eUTU cub^USUCQY_ TUaeU^W^SYSe^cd^SQc`_b] QUC%Q
] _fUccU Qcu] Y] _XQSQ QRQZ S_~UcQVebUj Q^ QbQ\ SeQ du^U U^`_Tubi \Q\VRubQT S_] `UdQ%`_b\ dQ^d_ cubQ SU^cebQRU cY^ TU
YQ] Y] Q DUb QS_~dheQSW^%e`_~VQ] _ce^`Uc_ TU TUj YRbQ` Qd cub`eUcd_ U^QUCSQQ`_eUcd%aeU QVebUj Q TU S_~dQ` Uc_ TU
d_T_ ce`_TubTU Qed Q`_fY] Y^du`%`_b\ dQ^d_ XQSU Y] `cYRUaeUcu] eUfQ XQSQ QRQZ` QdQ^QTQ4i `b\ dQ^d_ d Q] U^du UhSecQc
TUC TU SeQaeYubQ] _fY] Y^du` DUb cYce`_~U] _c aeU XQ Qcw_ ^eUfU YRbQ U^QUCSQQ`_eUcd%Ucd_ XQSUaeUce] _fY] Y^du` ^_
Y] `cYRU% Ub_ Qc^] sc TYWYATU] _T_ aeU QX_bQcw_ ^eUTU] _fUccU XQSQ QRQZ S_~QVebUj Q TUe^QYRbQ4` Ub_ cYU] RQbW^Ucd_ Uc
d_T_ \ aeUcUbaeYub TU t\U^UcdQc SYSe^cd^SQc4cU U^duQ] U^du UhU^du TU ^eUfU` QdUc TUce] _fY] Y^du`4i cYQUCSQQ^RQZ UcdQc
SYSe^cd^SQc%Q QRQ^T_ ^cu] eUfQ%` Ub] Q^USU^U^W^_c`%d_T_ \ aeUfQ QcUbsel`QT`_`b%Ubs ce TUCSeY_ TUaeUe^Q TTSY Q
`Qdu TUce] _fY] Y^du`4` QdQ\ SeQ def_ dQdQ\VRubQT i \QfU^dQ^QaeU U^SYSe^cd^SQc XQRYeQUc aeU du^U` QdQ U] Q`b
] _fY] Y^du`%aeU U^dQ SQc_ cubQ ^USUCQY` D_b\ aeU Ucd ^eUfQTYSevdQT ^_ cYW^W^SQ U^QRc_led_ YSBU] U^duQce Uh`_cUT^Ucc Q
SeQaeYubS_cQSU^cebQRU M`_b\ dQ^d_ Uce`eUcd_ TUTWSevdQT Uc U^U SQ] Y^_ TU TURUb TUe^X_] RbW% \QVSYQT` QdQ U^`USQT_%Q
dQf^c TUe^Q U^duWQT_c Q\Q TebUj Q TU S_bQ w%_ TU XU SX`_`bSeQaeYub_d_] UTY_ aeUcUQ%Uc e^QYS_~cYdu^SQ^TU QSeUd^ S_~U
9B`_SY_ ^Uc TU K XYRi TU\Q\VRubQT%QfYbT i UfY\$Y_%QSe\`Qi \Q QCRQ^ Q : \UfQ^T_ TU`USQT_ i Se\`Q% U.XQSubTU_ aeU Uc
fYb_c_ i TYW_ TU U^_W^%TURU XQRubcYU] `W^W^Q TU VSY ^SY_ ^Uc TU 9B K XYRi TU\Q\VRubQT%Q_RYW^W^SQ%QfYbT%U^`USQT_% S'
_ \UfWQ_dQWQ^YS_~cYdu^SQ p\YcYdu U^QRe^TQ^SQ^aeU\Q^USUCYQT Uc YS_~cYdu^du S_~Q^ebQUj Q TU`USQT_ _Se\`Q 9YBU%
U^U dQQT_ Q^du] U^SY_~QT_`#`*`-\$oEeY^`^eUTU Se\`QbQe^Q` Ucc_~Q` QdQXQSub_ aeU t\`_`eT_ UfYQb M^#`*`.\$GUcYU^T_
cU^cYU] U^duY^Zcd% QdQ SQcdWQbQ SeQaeYubX_] RbW` QdQXQSub_ aeU ^e^SQ Ucd^f_ U^ce`_Tub` QdQ UfYQb M^#`\$SW, -`*\$` QdQ
S_~VQ] Qbce_`Y^W^%aeU SYQ Qe^_ TU_c`_QTbUc^T^SUT`_%Qaet] Q^TW9Y_c%YU X_] RbW^_ du^U\VRubQRUTb_ i U^`_Tub` QdQ
RUTUSub MTU ^eUf%^Q] Y] Qi U^Q` sW^QcW^eYdu^%EeY^`^_ WbQ^aeU Uc ^USUTQT` QdQ_bTU^QbU^%aeU^_ du^U\Q\VRubQT
TU XQSub_ aeU Ucd] Q^TQT_4i aeU Uc Y^Zcd` QdQS_~TU^Qd`%aeU_ du^U^_ U^ce`_Tub` QdQXQSub_ aeUcUbaeYubS MD^

,0,\$SYd_d_ T\$X_%UQTQe^QW aeU_ aeU`eUTUS_~fUdbQ Q] RQc` QdUc4>U`_RUTUSub_dQ^cWU^bU\Q4` Ub_ ~Y^e^QW^`eUTU UcdQbU^
S_~dQ TU_ aeU Ucd_ RYQT_`_b\Q^QebQUj Q

McY U] RQbW^%U] Y] _9B K XYRi QW Q^aeU U X_] RbW SQT_ ^_ Uc SQ` Q TU bUQY Qb\Q_RUTU^SQ` UbUdQ : ^
`QW^/`_ %aeU du^U UcdQ` QQRbQc3 @Q^QebQUj Q TU 6Ts^du^du`_Tub` QdQS_~dheQbY_SU^du i cY`USQT_4

] Y^ndQc aeU%_ S\ubd_ Uc ^eUcdQ ^QdKQ\ Q ^e^SQ d^f_ Dub_ cY^_ d^rUJ _c`_Tub` QdQS_ ^dneQbY^_ SU^dui cY^` USQT_%^nd ^Suk U
`USQT_ ^_ Uc YS_] ` QdRU S_ ^\Q ^USukY^QT% aeU` eUTU club` USQ\ Y^_c_ U^ QaeU\ aeU ^_ d^rUJ _c`_ TubUfYQb4i Ucq S_ cQc ^_
`eUTU^clubfUd^QT% \aeU Q\Q\ Q U^_ d_ ^eVQ\%Uc TUS\%aeU cY^_c U^hZ^%Y^_c` USQT_c TU_] Y^W^ ^YS_] Y^W^% U\USubQ Ucu ^_] RbU%
#DsW, -1^\$GYd^rUJ _c aeU ^_ Ucd U^ ^eUcd_ `Tub` QdQclubY^_ SU^dui^nd ^Suk d^rUJ _c aeU ^_ Ucd U^ ^eUcd_ `Tub` QdQclubY^RU TU
Se\` Q4i cYUc Qc\%_c fUJ _c U^Q ^USukY^QT TU club SU^celQRU MoSw\ _ Q\USQ Ucd S_ ^cYdU S_ ^\ aeU d^Q\ U^eT_ cU Q\Q\ Q^aeU Q
^USukY^QT Uc YS_ ^cYdU^dU S_ ^\Q Se\` Q_ U_ WY_5 Gy d^rUJ _c aeU ^_ Ucd U^ ^eUcd_ `Tub` QdQ\Uf QbQ SQ R_ Q^ U\USdQ_ RUTN^S Q Q
d_T_c\c] Q^TQ\ Y^nd c TU 9Y^c% ^nd ^Suk ^_c fUJ _c U^Q ^USukY^QT TU b_] `UbQV^ ^_c S_] Q^T_c% ^S\ubd_ W\QT_4aeU ^_ d^rU U
`Tub` QdQ\Uf QbQ SQ R_ d^nd S_] _ Uc] Q^TQ^T_ `McYUc Qc\%` _baet W\Qb TU\Q cY^ bQ w^i Q\ SetQ TU] Q^T_] sc Q\is TU\ aeU\ c
X_] RbUc d^rU^`_Tub` QdQXQSUb_5

6b] Y^nd_ c U^ W^rUdQ_c ^_] ei YS_ ^cYdU^dU S_ ^U\c] Y_] _c% ^\ aeUTSU^TU\QY^SQ Q^TQ^T TU X_] RbU SQ^T_ U^ UcdU cU^nd^T_ : \c
] Q^ndU^U^U^T^ W\SS\ U^nd^aeU clubQY^Zcd_ U^9Y^c% QdQ\UaeUbbSeQaeYUbS_cQTU ^_c d_c ^eUcd TU ^eUcd_ QSQ^SU QSeQ\i QSQ Q^TQ^T `QdQ
\\Uf QbQ SQ R_4i dQ\ R^ ^_] Q^ndUJ _c aeU UcdQ\ _c QX_ bQY^SQ Q\ TU bUQY^ QbQ\ RUTN^S Q^ U\USdQ% aeU 8b^cd] ebW` QdQcQd^QSub\Qc
Y\ `U\USSY` ^Uc TU ^eUcdQ_ RUTN^S Q^i XQ^TQ^T_ `Qc_%aeU ^eUcdQ_ RUTN^S Q^Y\ `U\USdQ`_ThQ clubQSU d^QT U^ ^eVQb TU` U\USdQ U^T_ ^TU
`Q\USU^ ^cU^ ^RUJ U^nd` QdQV^SY` ^QbQ cu] Y_] _c U^QY^S_ ^cYdU^S Q^] sc W\ clubQ DQc#_] _XU_ RclufQT_ U^_ d_c ^eVQ\Uc`_c c^dU^ ^aeU
9Y^c% ^ce] Y\ubS_ b^nd Q\QXe] Q^TQ^T% QQR_ Y^T_ UcQS_ ^c d^S W^ ^_ Q\U\ b^Wb cQ^aeU UcdRQ^RQZ_ e^` b^SY^Y% U^ ^eVQb TU U_%eU XQ
Y^b TeSY^T_ e^Q S_ ^c d^S W^] sc ceQ U% ^_c`_ ^U^RQZ_ e^Q ^eUf Q\U\ ^\ SeQ_ ^_ b^aeYUb] sc aeU\Q_ RUTN^S Q^ cY^SubQ Y\ `U\USdQ^TU QSeU^T_
S_ ^ ^eUcdQc S^Se ^cd^S Qc`_ RbUc Y\ `d^ndUc U^Wb] _c TUc TU\Q SQ^TQ\; 6X_ bQ%Sw\ _` eUTU^UcdQc S_ cQc clubS_XU b^ndU S_AU` b^W^ ^nd_b_
aeU\Q\U\ c_ ^UcdQc Y\ `U\USSY` ^Uc TU ^eUcdQ_ RUTN^S Q^ e^Q fY\QSW^5 GYc_ ^e^Q fY\QSW^TU ^Y^W^ ^Q\U\ aeU UcdRQ\ _c ^e^SQ RQZ_%
U^nd ^Suk ^_c ^` USQT_c` McY^_ cUQ^cY^` USQT_c%baet ^USukY^QT TU 8b^cd] _bb` QdQcQd^QSub`_bU\ c5 Dub_ cYc_ ^` USQT_c% QYfY\QSW^
TU e^Q\U\ ^Q\U\ _ Uc5 B_` eUTU^club e^Q fY\QSW^TU ce ^eUf Q\U\ ^QdQaeU ^_ b^aeYUb aeU ^_ cUQ\Q_ RUTN^S Q^Y\ `U\USdQ% Q_ RUTN^S Q^
S_ ^Y\ `U\USSY` ^Uc3i `b\ d^nd d^rU bQ_ RUTN^S Q^ c^d^T_ S_ ^Y\ `U\USSY` ^Uc%_ Uc e^Q Y^WSSW^TU\Q\] Y_] Q4` ^aeU Uc d^nd S_] __
b^aeYUb M^` eUTU^club e^Q fY\QSW^TU ce Q^nd^Q\U\ %_ bSeQ^nd aeU%UW^ ^TSU^%eU Q^Y^W`_bS_] `Ud_4i ^e^SQ UcdRQ\ _c RQZ_ U\Q&
9^SU^%`_clubQZcd_ Q9Y^c Q\UaeUbbTU ^_c d_c RUTN^S Q^ U\USdQ% QaeU ^_ clubQZcd_ `QdQ\UaeUbb] sc TU\ aeU`_TUJ _c bUQY^ Qb%` QdQ
SQc^nd^c`_b^_ TU\Q\] Y_] Q M%_b\ d^nd%_bce`b`Y_ UcaeUJ Q^Qc Y\ `U\USSY` ^Uc TU ^eUcdQ_ RUTN^S Q^ ^_] U\USU^club SQc^nd^T_c` @
aeU ^USukY^QT`_b^nd^ ^TU\Q\ eU bU TU 8b^cd % QdQcQd^QSub`_bU\ c5 oEet ^USukY^QT TU ce ceVQ\ Y^nd %QcQd^QSub`_b\ aeU ^_ Uc Se\` Q%
U^ce`b`Y^Q ^QdKQ\ Q ^_] U\USU Uc ceVQ\ Y^nd 5 oEet ^USukY^QT TU\Q\ eU bU TU 8b^cd % QdQ S_] `bQ%aeU ^eUcdQ_ RUTN^S Q^Y\ `U\USdQ TURU
clubQSU d^QT_%SeQ^T_ ^TU QSeU^T_ S_ ^ce UcaeUJ Q%clubQY^Zcd_ U^cu] Y_] _%aeU cU U^hZ^SeQaeYUb_dQ_ RUTN^S Q^aeU Y\ `U\USdQ 5 oEet
^USukY^QT TU 8b^cd] _bb` QdQ Qb`Qc_ Q\Q QSU` d^S W^TU 9Y^c TU d^X_ RUTN^S Q^QaeU clubQY^Zcd_ U^t\ ^_ QSU` d^S o=Q Q^W^ ^Q ^USukY^QT
TU 8b^cd] ebU^T_ `QdQ` bUf QUSubS_ ^9Y^c ^_ XQSUY^Zcd SQS &GYCUTSU^aeU 8b^cd] ebW` QdQcQd^QSubUc Q^nd^Q\U\ `QdQ ^_c d_c%_b_
aeU` eUTU clubaeU ^_ TURQZ_ TU U\Q% Ub_ aeU ^_ `ThQ XQRubUc` QSY` `QdQ ^eUcd_ clubU^f^T TU e^Q\U\] sc ceQ U4H_ TQ^UQ\ U^W^cd^nd
`b^W^ ^nd^baet ^USukY^QT TU 8b^cd] ebU^T_%aeU`_ThQ ^_ clubU^f^T TU e^Q\U\ ^aeU #_ bcec` b^SY^Yc\$aeU clubU^U^cu] Y_] _Y^Zcd_ aeU
TURUJ _c XQSub`_c%Y8b^cd_ XQRUQ\ eU bU _ ^_% _baeU^ ^eUcd_ `bUcU^ndUcd^T_%_c_] _c SQ` QSUc TU] Q^ndU\ 5 D_b\ aeU\ c Qd\ Y^nd_ c
c_ ^YS_] `QdRUc S_ ^U\c] Y_] _c%`_ cw\ U^ aeU cU TSU TU\Q ^USukY^QT TU cQd^QSSW^TU 8b^cd `QdQ U^` QbUcQc Y\ `U\USSY` ^Uc%aeU ^_
`_TUJ _c UfYQb^Y^_ dQ\ R^ ^U^ aeUTSU^TU\Q W\QSQ TU 9Y^c% ^SU^TQ Q TU] _T_ aeU` eUTU clubaeU ^_ TURQZ_ TU U\Q% Ub_ aeU`_ThQ
XQRubUc` QSY` `QdQ ^eUcd_ clubU^f^T TU e^Q\U\] sc ceQ U4H_ TQ^UQ\ U^W^cd^nd `b^W^ ^nd^baet ^USukY^QT TU 8b^cd] ebU^T_%aeU`_ThQ
^_ clubU^f^T TU e^Q\U\ ^aeU #_ bcec` b^SY^Yc\$aeU clubU^U^cu] Y_] _Y^Zcd_ aeU TURUJ _c XQSub`_c%Y8b^cd_ XQRUQ\ eU bU _ ^_% _baeU^ ^eUcd_ `bUcU^ndUcd^T_%_c_] _c SQ` QSUc TU] Q^ndU\ 5 D_b\ aeU\ c Qd\ Y^nd_ c c_ ^YS_] `QdRUc S_ ^U\c] Y_] _c%`_ cw\ U^ aeU cU
TSU TU\Q ^USukY^QT TU cQd^QSSW^TU 8b^cd `QdQ U^` QbUcQc Y\ `U\USSY` ^Uc%aeU ^_ `TUJ _c UfYQb^Y^_ dQ\ R^ ^U^ aeUTSU^TU\Q W\QSQ
TU 9Y^c% ^SU^TQ Q TU] _T_ aeU` eUTU clubaeU ^_ TURQZ_ TU U\Q% Ub_ aeU`_ThQ XQRubUc` QSY` `QdQ ^eUcd_ clubU^f^T TU e^Q\U\] sc
ceQ U4H_ TQ^UQ\ U^W^cd^nd `b^W^ ^nd^baet ^USukY^QT TU 8b^cd] ebU^T_%aeU`_ThQ ^_ clubU^f^T TU e^Q\U\ ^aeU #_ bcec` b^SY^Yc\$aeU
clubU^U^cu] Y_] _Y^Zcd_ aeU TURUJ _c XQSub`_c%Y8b^cd_ XQRUQ\ eU bU _ ^_% _baeU^ ^eUcd_ `bUcU^ndUcd^T_%_c_] _c SQ` QSUc TU] Q^ndU\ 5 D_b\ aeU\ c Qd\

SQ QSYQbQ_c X_] Rbuc`QbQ\UfQbQSQR_ \Q_ RUTU^SQcYSubQTU\Q ^eUfQ\Uf' 8_ ^SUT_ TU XUSX_%#fSU UA
T_Sd bGdURRYV%aeU`_bU` USQT_ bWVQ%WcdQ] _c d dQ] U^dUTeSQ` QSYQT_c` QbQ U TUCU] `Uw_ TU\Q
S_ ^TbW%eY ^eUfQWQSQ TU 9Y_c' Dub_ 9YV_%eUc%aeU TQ dQ WQSQ` QbQ d_T_c ^_c_d_c%W^aeU\Q Uf_jeSw
TU\Q U^VbQ] UTQT%Wc bUQ] U^dU`_cYU4i c_RbU UcdQ RQcUcU` eUTU oMclUs] sc ZcdQ] U^dU` bUaeYUbQ^;GYUA
9B GdURRYWdU^U\Q YndU^Sw^TU XQR\QbS_ ^` b` YUTQT%_bWQSQ%bUWb^ ^T_cUcY^aeU\Q QcYcdU^SQaeU Uc TU
WQSQ%_ TU\YRU\Qf_bi R_ ^TQT Dub_ cYU] RQbW_%W^UA] Yc] _jeWQbU^UAaeU XQR\QTU UAQS_] _] ei` _S_
bQ] ^QRU^ZcdQ i SbaU% QbQaeU 9Y_c bUaeYUbUaeU%_] _QS_ ^TbW^TU^ UbtW^aeU XQfU^T_ Qclub
Y] _cYU`_bU` USQT_ bWVQ^ GYUc QcUbaet WQSQ XQ U^VQ` bUcdQSw^TU QcYcdU^SQ i \QSQ` QSYQT` QbQ
\UfQbQSQR_ \Q_S_ ^TbW^TU^ UbtW^5 C oD_baet Uc \Q] QT_`_bU^_] RbU TU\Q WQSQ%

GUSSU^j'

8_] Q^T_ i \Q_ RbWQSw^TU\Q_ RUTU^SQW^S_ ^c_ ^Q^SQS_ ^\QYSQ QSYQT] _bQ TU_ RUTUSub

: cdQ^T_ dQd_ YcYcdU^_c UcSbQ bUc Qd Y^Q^_c%aeU\Q ^USUcYQT Uc YS_ ^cYcdU^S_ ^\Q\Uf_] Q^TQd_% U^` QdSeQb%
aeU Uc Q^cebt_ ce` _UbaeU 9Y_c` _bce] Q^T_ TURU bUaeUbb\QTU_c X_] Rbuc aeU c_ ^YSQ` QbUc TU XQSub_ 4_
`Ud] YdU^T_ U^UcdU SQc_ TU SeQaeYUbT^UW^SQ U^dU YSQ` QSYQT ^QbUQ i] _bQ4A U WcdQbUQ% _bdQd_%_ RbU d_T_ QX_bQ
S_ ^cYUcQbUcdU] QdU bSM` QbQ] Q_ bSQbQT A U SQbQ] U^dU UcdQ R\USub\Qc cWbYU^dUc S_cQc'

>@Qf_je^dT U^cu] Yc] Q% f_ cW_ QaeU\Qc QSSY ^Uc aeU c_ ^_c UWsd_c TU\Qf_je^dT%Wc UA_RZd_ `b`Y_ TU^ bUSU_d_ 8_] Q^T_': c
TUSb%e^dQ UcdQ^_ Qsd_c TU\Qc f_je^dTUc TU_c X_] Rbuc%e^U^] eSX_c SQc_c TURITQ] U^dU bUaeUbtQc`_b_c 8_] Q^T_c TU UA_ c4i
^_ cW_ QaeU\Qc QdubQSY ^Uc U^UA UcdQ^_ TU cec SeUb_c_] U^dUc aeU c_ ^\Qc S_ ^cUSeU^SQc TU\Qf_jeSw^: cd_ Uc] sc] Q^YUcdQ4i Q
aeU Uc \Qx^bQ Q] QaeU Uc QTUSEQTQ i T^USeQ] U^dU UA dU] QTU^ bUSU_d_c_ S_] Q^T_c4aeU cW_ clubSQ Q] TU bUSRYb_ `UkRYbS_] Q^T_c'
@c] fY Ynd_c_ UcdQ^_ TU SeUb_c_ ^SeUcdW^TU 8_] Q^T_%e\Q] U^dU i QaeU Ucd^ceZd_c Q Q] Q% fU S_ ^USdQ^S_ ^cec Qsd_c'
Dub_ QX_bQ UA Q] Q^` dU^U_dQ VQSeVdT] U^QdU\Q SeQ` eUTU^U^UA cU^dT_] sc T^USeQ_ i QTUSEQT_%UA S_ ^cU^dY Ynd_%UA bU^T Ynd_ Q%
UA Se] `Y Ynd TU SeQaeYUb_bTU^%Ub_ \Q VQSeVdT TU\Qf_je^dT4i Uc`_bUcdQ VQSeVdT_c_\Q] U^dU^aeU UA Q] Q` eUTU TUC_RUTUSub
T^USeQ] U^dU%_ bU^ecQbUA Se] `Y Ynd_ 3TU\Qc ^_SY ^Uc] Yc] Qc TU TQbce S_ ^cU^dY Ynd_%b TeSU^T_%QSU` dQ^T_ aeU cU QZcdU%
bUSXQ Q^T_%bUSXQ Q^T_% S` c_ ^eUW^UA cWVWQSQ^_ TU_c d dQ Y_c%QTQ] sc aeU S^Ud_c Qsd_c TU\Qf_je^dT @_RUTU^SQW^U^Q
^QbUQ U Q` bQ QbQ TU\Q] Yc] Q%Wc UA_c_ UdY Ynd_ i UA bU^T Ynd_ TU\Qf_je^dT TU e^_%Q\Qf_je^dT TU_d_ @QTUC_RUTU^SQ Uc \QTU
^`_Ud] YdU^T_ ^_Se] `Yb\Qf_je^dT TU] Q^TQT_%Q\Qf_je^dT] Q^YUcdQ QTUA_S_] Q^TQdU C d_c Qsd_c aeU ^_c_ ^_c Qsd_c TU\Q
f_je^dT%_] S^Ud_c] fY Ynd_c TU SeUb_ i QdubQSY ^Uc U^UA Q] Q%e^_ RUTU^SQ_ TUC_RUTU^SQ cW_ TU] Q^UcdY T^USeQ% QaeU
Ucd^S_ ^USdQ^_c S_ ^UA UcdQ^_ QSSY ^Uc TU\Qf_je^dT^TU QSeUb^ Qe^Q\Uf UcdQ R\USYQTU\Q ^QbUQ U Q` D_b_ aeU cU] Q^YUcdQ^Q
`b`YQf_je^dT` eUTU club ^USUcQd_3i UA club TU e^Q ReU^Qf_je^dT Uc \Q] sc QTUSEQTQ^T^USeQ% ceZd_Y] U^Qd_ TUS_] Q^T_4i cYUcd
^`_ eUTU club` bUcSbQ_ bUaeUbt_`_bUA 8_] Q^T_`_ bUSU_d_%Q^TQ` eUTU4` QbQ

_dQc S_cQc cU`eUTUUhYVb~YVW^_db] _T_ aeUQ] UTYTQaeUTU`U^TU^i c_^_c Vled_c TUe^Q ReU^Qf_je^dT

8_b\QdY`*`GYXQ fQdYc Qsd_c TU\Qf_je^dT% e^QcUdUTU Qsd_c/e^_Tuc`et c TU_db_% e^_ U\UWsd_ TU_dQ%Q`bY Utdi \Q
TudubY YQSW^Qsd_ Uc`b`YQ] UrdU_RZd_ TUS_] Q^T_% ^_cw\ _c Qsd_c S_~cWYeYnduc%aeUTU`U^TU^c_RbU\UQ GbWkd_ c_RbU
d_T_ Uc aeUQ\aeU] Q^T_ _`bUSU`d`dU^U\U TURIT_ bUc`Ud_4`_baeU Uc Ucd Qsd_ aeUTUdubY YQd_T_ U Qce^d_3U^Ucd Qsd_ \Qc
RUTU^SQ TUC_RUTU^SQ] U^dQc%TUe^Q] Q^UdQ`USe\Qd_ c Qsd_c S_~cWYeYnduc cU^T_ W_RubQT_c i TudubY YQTQc`_bt`
: cdU Qsd_ TUWRYub` TURUclubU_RZd_ `b`Y_ TU`bUSU`d_% ~YVW^` 8_b\QdY` +` HQ] RY^cUTUTEsUP/Q` QdU TU\ aeUcU XQ
RcUf QT%aeUcYXQ QVW^Qsd_% U UcVebY_ TU Q] Q^Qnduc TU_dT_c\ _c Qsd_c \RbUc TU U\SSW^U^U SQc_%YVWbi TudubY YQb_
aeUclub^_c Qsd_c TU\Q4UcU Qsd_ TU Q] Q^`eUTUclubQTUSeQTQ] UrdUceZdQ Q^YVW^S_] Q^T_ _`bUSU`d_%Q ~YVW^UWsd_% Q
cUQTbUSd_ Y^TbUSd] UrdU^TU Y] UTYQd_ TU VdY Q bU] _dQ HQUc Qsd_c ^`eUTU^club_RZd_ TUS_] Q^T_c TbUSd] UrdU^QaeU
XQ Qsd_c TU\Q4cU^T_ _`b\Qce`_cYVW^`bUfQ Qd_T_c\ _c Qsd_c TU\Qf_je^dT%Q TudubY YQSW^i TQ^T_ jeWbQd_T_c cec Qsd_c3^_
clubQsd_c TU\Qf_je^dT%`eUTUXQRubU^U\ c cY^U S_~cU^dY Ynd_ Se] `Y] Ynd_ TUSEQaeYbS_] Q^T_`HQ] `_S_`eUTU^club
RZd TUS_] Q^T_ _`bUSU`d_ Y^TbUSd_ bU] _dQ`_baeU U\c ^_c_ ^dQd_ S_] _\Qc cUSdQ_ \Qc S_~cUSeU^SQc TU\Qf_je^dT%
cU^T_ Qnduc TU_dT_c cec Qsd_c`6cuaeUcYXQ QVW^Q_RUTU^SQ U^UcU Qsd_ bWYQ TU Q] Q^Q TudubY YQSW^TU dTQc \Qc
f_\Yd_`Uc%Uc e^Qsd_ TU_RUTU^SQ U^QaeU\Qf_je^dT ^_dU^U ~YVW^Q`bU Se`QSW^U^QRc_ led_4_ QndubY bQSQ TQsd_ TU
f_je^dT M`_b\ _dQd_%YU Q] Q] QcUQ_RUTUSU_ TUC_RUTUSU U^Ucd Qsd_%aeU Uc dQ] UrdU Yf_je^dY_4^_XQ _RUTU^SQ
f_je^dYQ_ \Q bURUW^eY U Se] `Y] Ynd_ \Q_`_cYVW^TU\Qf_je^dT U^U Qce^d_3i aet S\QcU TU_RUTU^SQ_ \Q bURUW^Uc
Ucd_5

M`_b\ _dQd_ \Q^_SW^Qd_ Y^Q^_ TU\Q\YRUbQT TU\Qf_je^dT aeUS_~cYdU U^U Q] Q TU\Q TudubY YQSW^TU cec`b`Y_c Qsd_c TU
f_je^dT%U^fU] TUclubUcU^SQ` QdQ\Q QW^SQ] _bQ%`_QdQ\c X_] RbUc _c\ _c dU] Qc TUWRYub`_] _bQ%Uc S_] `UdQ] UrdU
YS_~cYdU^U S_^U\Q D_baeUcYU Q] QTudubY YQd_T_c cec Qsd_c TUf_je^dT%Uc U] Y] _ceZd_ Q^YVW^Q_bTU^_ WRYub`_] _bQ%
S_] _cU XQ_RcUf QT_QX_bQ4TURIT_ QaeUce Qsd_ TudubY YQSW^ bWYQ ^_ Uc Qsd_ TU\Qf_je^dT_ TU\Q U\SSW^aeUcUQ Qnduc%_b
\Qce`_cYVW^QSQ TQsd_ TU\Qf_je^dT M U Q] Q^`eUTUclub_RZd_ TUS_] Q^T_ U^U Qsd_ TU\Qf_je^dT] Y] Q^QSeQ TU`U^TU TU
\Q QndubY bTudubY YQSW^TU Qsd_cQ% Uc TudubY YQTQ`_bt\U^U\Q] UTYTQ U^aeU U\ cUQ^USUcQY%eY^T_ \QS_~cUSeU^SQi UWsd_ TU
TbX_ Qsd_ \QTudubY YQSW^QndubY b^aeU ^_ Uc f_je^dYQ^USUcQY`HQ] `_S_`eUTU U X_] RbUclub_RZd_ TUS_] Q^T_ _ TUWRYub`_ U^
cec QSSY`Uc UhdubY bUc4`_baeU Ucd_c c_ ^d_T_c ^USUcQY_c%eY^T_ \c UWsd_c ^USUcQY_c TU\c Qsd_c TU\Qf_je^dT cu] Y] _c` DQdQ
aeU\QXe] Q^YTQT^TU QSeUbt_ S_^Ucd UcaeU] Q^e_ ^ceZd_c TU] Q^T_ _ WRYub`_] _bQ U^ ^QTQ U^QRc_ led_4i dTQce QRUTbY cU
UhsUeU`_bS_] `Ud_% ^_ aeUTUc`QSY`_QdQ\Qf YbET_ UfYd_ U^U] e^T_`D_b\ aeU U UcaeU] Q6dY Y^Q^Q% ^_ \QTU\c
SQfY^cQc%Uc dQ] UrdU YS_] `QdRU S_^U WRYub`_] _bQ% S_ ^d_T_ Uaec_ TU\U Uc% bUSU`d_c% bXRYd_`Uc%b_] UcQc_
Q] UrdQ Qc`HQ] `_S_ XQ ~YVW^Q] Q^UdQ TU XQSubcec`bSY^c S_~cYdU^S_ ^UcdQc S_cQc` : ^UWsd_%eYcU`eUTUTUSb^aeU ^_ XQ
`bUfY Qsd_ TudubY YQSW^TU Q] Q^aeU`bUSUTU Q\c Qsd_c TU\Qf_je^dT%eY` aeUf_\Yd_`Uc c_ ^UfUrd_c aeUceSUTU^`_bQSSITUrdU
`ebY`eY`~YVW^QSQcQTudubY YQndU^kd_ Uc\] sc`Q`QRUYS_] `QdRUc S_ ^d_T_ Uaec_ TU\Qc \U Uc i`bUSU`d_c4`_baeU ^QTQ Uc
] sc cU^SX_ TU\ aeU\Qc \U Uc`eUTU^clubTU ~YVW^QedYTQT` QdQ TbWbi bUWbQbQSSITUrdU`UWsdQ_ c aeU^_b\Qce`_cYVW^TU aeU
cUQ`eb_ QSSITUrdU%Uc aeU U^ ~YVW^SQc_ Ucd bUWbQ_` QdQSeQaeYbS_cQ QndubY bU`Ub_ aeU`QcQ^TU UcdQ] Q^UdQ_ aeU^_b
SQceQYTQT%Q\Q` UWSSW%

cY~YV~^QSQecQ_ BUWQ @`UBUSdQYedYdT TU\Qc\Uf Ue i `BUSU d c cU TUc` BU^TU dQ] RY^TU\Q^_SW^6h] YQ^QTU YTYWUW^SQ%] _
UeU^SQ_ QdQaeU\Q\RUbQT%aeU Ue ^USUcQbQ` QdQ\Qf YdT_ U fSY` DQdQU WQ TU\Qc\Uf Ue Ue `QdQe^UeU Qe^QT_4i U YW^TU8_] Q^T_c Ue
S_~fUub\Qf_je^dT TUe^Q] Q^Ukbi ` _b\ dQd ^_ cYU^TU ^QTQ%Q] U^_c aeUcU S_~fUubQ^_ cUcW_ TU\Qf_je^dT TU UeQ] Q^UkD Dub_ cYQ
YRUbQT S_~cYdU U^QYTYWUW^SQ^Wd ^SUC ce f_je^dT TU c_\YSQSW^TU e^_ x^S_ SQ] Y_~%TUCdEi U\Q\RUbQT4i QaeU_ _^U\Qf_je^dT TU
UaeYRYB`9U] Q^UkQaeU\Qf_je^dT%aeU dU^Ue^cUcW%QdQfTc TU\QYVU^SQ TU UUSX_ fYSeQ^U% eUcd_ c_RUUt\%_ Ue TU d T_
QRQ^T_~QTQ Ccu] Y] Q% QdQTUub] YQbTU aet] Q^UkU^cu\ XQs%eY^QYVU^SQ TU UhdUyB

➤9Uc`et c TU XQRubTU] _cdQT_ aeU\Q`b`Y^Qf_je^dT%Uc` USQ] U^dU^QaeU\c Qsd_c aeU c_ ^_bWY^Quc%_ aeU\Uf Qi
aeU TU Uub] YQ^W^SeQaeYUbSQc_%Uc U ceZUd_ `b`Y_ TU `BUSU d i Q TU S_] Q^T_ &i ^_ cw\ QaeU\Qc QdUQSY_~Uc U^U
SeUb`_% S`_c SeQ Ue c_ ^_c UUSd_c TU\Q] _je^dT &DQc_ QX_ bQ^W^cUW^T_ jeVQb% QdQ_RcUf Qb%aeU\Q] Y] Q
_`_cYV^_ TUUSd_ TU\Qf_je^dT U^cu] Y] Q^W^ce Qsd_ bWY^Qi TU Uub] YQbU^U SQc_%Qe^Q S_cQ`b`eUcdQ_
] Q^TQT_% ce U^ce TUUSd_ TU Se] `Y] YU^d%] `Y SQe^QY] `cRY^TQT] bQ TU UeQS_cQb_%U^_dQc` QQRbQc%SeQ^T_
e^S_] Q^T_ BUaeYUW e^SUb_ UcdQT_ _ Qsd_ TU\Qf_je^dT% \Q`Uc_~Q Q] Q^T_%_RcdQ^dU U] Q^T_ i \Qc
SYSe^cdQ^SQc U^Qc aeU cU UHXYRU%Q TQf U U^SeU^dQ ce _`eUcd_ f_je^dT_ U TUcU_%W^U aeU% UbdU^USYU^T_ Qce
UcdQT_ _ QsdQ%aeU Ue bWY^Qi Q TU Uub] YQSW^U^U Qce^d`aeU U X_] RUUc] bQ] U^dU YSQ` Q TU_RUTUSubUcQ
bTU^: cd cU] Q^YUcdQ` QdU TU\ aeU cU_RcUf wU^Q`b] UeQ` QdU BUQf Q Q Q^Q^bQ U] Q TU\QY SQ` QSYQT] bQ%
QTYWUW^SQ TU\Q`Q^bQ3T_~TUcU_RcUf waeU e^X_] RUU^d`^SUC`eUTU TUSYUaeU Ue] bQ] U^dU YSQ` Q TU XQSub
e^QS_cQ%SeQ^T_ Ucd RQZ_ QYVU^SQ_ Q` BUf QU^SQ TU e^QYSYQSW^S_~dQbQ% dU^Ue^Q QdQ TU YSYQSW^W^
dUc SYSe^cdQ^SQc i `e^d_c TU fYcd HQ] RY^Uc UfYU^dU^Q` QdU TU\ aeU cU XQTU] _cdQT_ Q^Uc%aeU\Qf_je^dT Ue
cU] `BU% U^SQTQ Qsd_ YTY^TeQ%USUCQbQ] U^dU TU Uub] YQT_ ` _bU] d^_] sc VUbdU4i QcucU] `BU Ue YSQ` Q TU YU^
S_~dQTU] d^_%aeU%~cYUkQ^T_ d TQc \Qc S_cQ%WU^U QX_ bQ\Q] Q_bV_bQ U] Qi fU^QZ` QdQ] fUbu K Y^SDUb_ ^_
] sc aeU YcYcdU^UcdQc S_cQc%Qf UBTQT TU\Q`_cYV^i Q UcdQRU SYTQ^Qc QRub aeU SeQ^T_ \Qf_je^dT Ue _`eUcdQ%

*' @Qf_je^dT U^U] _] U^d_ TU Qsd_ TYUcQ_ S_~dQbQ\TUb_ \QYSYQSW^% SeQ^T_ U^BUQYQT RQZ_ ce YVU^SQ%_ Ue
SQ` Q TU UZUSubU^cu`_bU S_~dQbQ% QdXQSube^Q QdUQSW^% ^U W^TU e^Se] `Y] YU^d` @QYSYQSW^Uc YSQ` Q TU
SQ] RYQcu] Y] _4i aeU`_bUcdCU^SYQbQ W^aeU^_ Ue SQ` Q TU YSYQbQ SQ] RYQcU Qcu] Y] _`_ SW^` BUU^dU U^Q
QsdQY^T ^_ `eUTU UUMWcub\ S_~dQbQ`3`_baeU Ue_ cUbdU^Q QsdQY^T Q UUMWbQW_ TYWU^dU TU\ aeU Ucd_ U^Q
QsdQY^T UUMW`_ GYQf_je^dT%Q TQc \Qc S_cQc aeU QX_ bQcU S_~cYUkQ%U YSYQ_ TU SYTU Y`_bUcU SQ] Y_%U^d`^SUC ^_
cU`eUTU UUMW%Q TQc \Qc S_cQc QX_ bQcU S_~cYUkQ%Q YXQSQ U_ d_% ` _b\ dQd ^_ `eUTU UUMWbaeU cU\U XY_ Q YbQ_ d_
YQT_` Ge`_~UbaeU\Q] U^dU Ue QX_ bQcY SUbQ] U^dU TY` eUcd_c Q SQ] RYQcU Qcu] Y] Q Qe^QYSYQSW^TYWU^dU^Uc ce`_~Ub
aeU\Q] U^dU Ue QX_ bQf UBTQTUdQ] U^dU YSYQT_ \ S_~dQbQ_ TU\ aeU Ue QX_ bQYSYQT_`

+8_] _Uc Y] `cYUaeU\Qf_je^dT TURUSe] `YbS_ ^_] Q^TQT_% ^BUc` USd_ Qce Qsd_ aeU cU dQTej SQ`_bSeQaeYUbQsd_
`b`Y_%U^U] _] U^d_ TU UeU\TUbTYUcQ_ S_~dQbQ`i Qsd_ bWY^Q% TUc`et c TU aeU XQ\UWQT_ BUQ] U^dU RQZ_ QYVU^SQ TU
UeQUUSSW^_ \QYSYQSW^TU Uub] YQSW^4`_b\ aeU Ue Y] `cYUaeU cU TURU TU Uub] YQbQe^Se] `Y] YU^d_ `bSeQaeYUbQsd_
Q^UdY`b^ QdQ%_bQ] Y] Qce`_cYV^%_ XQ_ YVW^Qsd_ Q^UdY`bU Qsd_ _`eUcd_ _U^YSe] `Y] YU^d_ Ue aeU Qsd_ aeU Ue
_bWY^Qi

TUduj YQbu^U.SQc`D_b_ dQd dU^UaeUclubQcu^aeUcYUcdU Qsd`b] Ub TUduj YQ^T_ aeUcU^U^S_ ^dwaeU^_ cu QZecdU^Q
`b`eUcdTU\Q_bTU^%Q] U^duUc] _bQ] U^duY^SQ Q] TU_RUTUSub DQdQce`_ ^UbaeUclUQSQ Q] TU_RUTUSub%Uc ce`_ ^UbaeUclUQ
SQ Q] TUTUduj YQbi SQecQbce`b] UbQsd TUduj YQbQclubTU_dQ] Q^Ucd% aeUdU^U] UZ_b`_Tub` QdQW_Rub^Qbi bUW\Qbce
`b] UbQW_Rub^Qbi QsdCbUW\Qbce^%_ SeQ Uc QrcbT_4`_baeUc TUce`_ ^Ube^Qsd` bUfY TU\Qf_je^dT%Q TUduj YQSW^TUce
`b] UbQsd TUduj YQ^duUc TU^S%e^Qsd Q^du TU\Q`b] UbQ% aeUS_ ^TeSUi W_Rub^QbU Qsd`bW^QI TUW_RU^b_ TUdT_c4_ SeQ
Uc e^Q_S_ ^dtQ^SSW^

6aeucYXQ aeUTUS^%aeUQe^aeU\Q] U^du^_ dU^U ^Y^e^QSQ QSTQT TUaeUubS_ ^dtQd] U^duQ\ aeUXQSU\Qf_je^dT%U^U
Qsd \Tub_bW^QI TU\Qf_je^dT%QaeUcUce`_ ^UaeUXQ ^Y^e^Qsd` bUfY` QdTUduj YQbU_bTU^TU\ S_ ^dtQ% Q
f_je^dT^_ ^eUTUSQ RQbY] U^duUc] Y] _%_baeU^_ ^eUTU^U^Q QsdQYQT YSYQSW^Qe^SQ RY_4c^U] RQbW%Q
] U^du dU^Ue^QSQ QSTQT` QdQ\` bUcU^du QrcdU^UcU TU` b_SUTubQ\Q QSSW^% dU^U^T_ dU] ` _` QdQ\QTU^RUbQSW^4aeU`eUTU
clube^] _dF_ TU.SQ] RY_ TU\QYSYQSW^ 8_ ^ducd`%#`\$` ^UcdQ_RZSW^%aeU` QdUSUclU_bY^QT_ aeUcU_RcUfWQ^du^QcQRub
aeU\QTUduj YQSW^TUd] QbU Qce^d U^S_ ^cYUQSW^%Uc U^cu] Y] _e^Qsd TU\Qf_je^dT% cYUcd Uc dT_ U Qsd U^U
aeU\Q] U^du UZUSU\QSQ QSTQT i Q\VRUBQT%U^d` ^SUC UcdU%_b]Qce`_ cSW^%TURUclubdT_ \ aeUcU`eUTU] Q^TQb_ bUaeUbt_
`_b]Q` bUSU`d` M^cYUcdU Qsd clUQ U Qsd Q] Q^T_ %U^d` ^SUC dT_ \ aeUcUXQ_RcUfQT_ U^bUQSW^S_ ^U Qsd Q] Q^T_ TU\Q
f_je^dT c^W^UcU^T_ S^Ucd`%aeU\Q] Y] Q^QdQTU^U\Q Uc e^QY` _c^RY^QT] _bQ` QdUZUSubQ% S` #`\$` cQ] _c XQRIQ^T_ U^
bUQSW^S_ ^U` b] Ubi `b^SY Q Qsd TU\Qf_je^dT c_RbU Qce^d 4i cYQTUduj YQSW^TU^RUbQ%_%_bU S_ ^dtQ% QdQ
`b_SUTubY] U^duUc] U^du cY^TU^RUbQ%Ubi` b] Ubi `b^SY Q Qsd 4_ i QcUQ_ ^_%YXQ _d_ Qsd Q^du TU^UQ% aeUTUduj YQ
aeU4_ SeQaeU^UQaeUclUQ U Qsd`bW^QI \Tub^cU^T_ \QTU] _cdQSW^Q^du^bCU U^SeU^dQ RY^%aeU U^_ Se] `Y] U^d TU\Q
U^ aeU\UfQY` \SQY^SQ QSTQT] _bQ TUSe] `Y] GYXQ aeU_RZQd%aeU UcdQ S_cQc XQSU^aeU dT_ Y^XQY^QT] _bQ W^Q Uc%
ce`_ ^WQ] _c aeU\c X] RbUc] _bQ] U^duY^SQ QSUc TUaeUub\ S_ ^dtQ TU\ aeU bUQ] U^du fQ QXQSub^U^dT_c\c SQc_c%
dQ] RY^_ Uc U^dT_c\c SQc_c`

: ^`b] UbUWQ%aeUcY`bcubW^Q] U^duY^SQ Q] %U U^du^TU^%QaeU bUQ] U^du^_ ^eUTU^4Q_S_ ^dneQSW^%U] `bUaeU\QY^SQ QSTQT Uc
] UbQ] U^du] _bQ%Uc S^Ucd 4Qf_je^dT%U^d T_c\c SQc_c%QsdQ`_ b^U^SUCY^QT] _bQ% Uc] _bQ] U^duY^SQ Q] TU QsdCbTU_dQ] Q^Ucd%] _
fUbtQTubQ] %U^e^SQc_S_] _d_4S_] _%e] Y]TU] U^du S_ ^SR_%QcY^`_ UbUSdQ] U^du i QRe^TQ^du] U^du TU] _cdQT_ ` _b_ aeUcUXQT^X_ U^
Q` QdU` bUSUTU^du TU UcdU U^cQ` _` Dub`%Y^U] RQbW%U^QW^_c Q` U^d c%QY^SQ QSTQT` eUTU TU^S^UaeU Uc] Q` bU^QW^_c SQc_c aeU
U^_d_ c3Qe^aeU U X] RbU` eUTUclubfUbtQTubQ] U^duY^SQ QSUc%Y^XQY^QT] _bQ` eUTUclub\Q] QT_ fUbtQTubQ] U^du ^SQc QSTQT` \$G^
U] RQbW% eUTU UcdQb] sc \UZc TUclubSQ Q] TU XQSubQW^Qc S_cQc aeU _d_ c' 8_] _\ Uc U^Qc S_cQc%aeU\c X] RbUc _c ^QdCbQ] U^du
Y^SQ QSUc TU XQSub i Q` U^c` ^Q%aeU Q^U^Q^_ Uc] sc aeUceW^U^du` QdQ\UfQ^dU^U` Uc` TU SY^W^RQc%Uc dQ^fUbtQTubQ] bUQ] U^duY^SQ Q]
TU\UfQ^dU^U^i W^RQc%_] TU]] Y\W^RQc4` Ub` cY^U] RQbW%Ucd] sc \UZc TUclubSQ Q] TU\UfQ^dU^UcdU x^d] _Uc` aeU U Q^du^ bU QcW^U
QSeUbt_ S_ ^Uec_ S_] x^TU\Q` Q^RQ%U^Ue^Q] Q` b^SQ QSTQT` QdQU\` D_b_ aeU Uc U^QY^SQ QSTQT] _bQ` i ^X_ RbU Uc
fUbtQTubQ] U^du] _bQ] U^duY^SQ Q] TU U^UWbS_ ^dtQdQ\QY^SYQSW^QsdQ%aeU U^_] sc] U^Y` _` bUfQUSU4_%Q S_ ^dtQ TUaeU U] _dF_%
aeU^% _cYUcdU^T_ dTQc\Qc S_cQc%U^U^U^U^Q Q] Q^fU^dQ QX_bQ` QdQ` _fub]Qf_je^dT%U^_] sc] U^Y` _%e` Ub_bQd T_c\c _d_ c] _dF_c
Q\Qf^cd% Ub` Q^QcUcd] sc \UZc TU\QSQ QSTQT TU bU^Ydb^e^U^U^X^R^% e^QY^SYQSW^fY U^du i `b_U^TQ] U^du QdQW^QT_c% e^
] _dF_] ei ce` Ub_bQd T_c\c TU] sc U^Q^U^U^Q MTU ^eUf_%QY^SQ QSTQT` eUTU^U^QW^_c Q` U^d c%U^U^Q] Qs] Q` bU^QW^_c` Ub_
cY^U] RQbW%Ucd] sc \UZc TUclubSQ Q] TU\UfQ^dU^UcdU x^d] _Uc` aeU U Q^du^ bU QcW^U QSeUbt_ S_ ^Uec_ S_] x^TU\Q` Q^RQ%U^Ue^Q
] Q` b^SQ QSTQT` QdQU\` D_b_ aeU Uc U^QY^SQ QSTQT] _bQ` i ^X_ RbU Uc fUbtQTubQ] U^du] _bQ] U^duY^SQ Q] TU U^UWbS_ ^dtQdQ\Q
Y^SYQSW^QsdQ%aeU U^_] sc] U^Y` _` bUfQUSU4_%Q S_ ^dtQ TUaeU U] _dF_%aeU^% _cYUcdU^T_ dTQc\Qc S_cQc%U^U^U^U^Q Q] Q^fU^dQ QX_bQ` QdQ` _fub]Qf

Ycd^YSQc aeU_d c%QaeU`eUTU^club] sc WU^UbQ i Q] `\\Q Q d T_c \c Q S d c TU UcU d^_ ' 6cuaeU_c X_] Rbuc cU`eUTU TUSbaeU^_`eUTU^U^e^cU^dT_ TWUWU^U% Q_ UcdB] sc \Uz_c TU\QSQ`QSTQT] _bQ%aeU dU^U^UcQYSQ`QSTQT] _bQ%aeU Uc WU^UbQ i XQRybQ%_ aeU_ aeUcw_ dU^U^aeU\QYSQ`QSTQT aeU Uc _SQcY`Q_ i U^` QdSe\Qd 6cu^U_c SQ_c TUYSQ`QSTQT ^QebQUk4U aeU Ucd SOW TU^QST YU^d `eUTU TUSbaeU Uc YSQ`Q TU fUb^TUe^Q] Q^UbQ TWUWU^U% Uc^U^QV^_c Qc`U Sd_c% sc \Uz_c TUclubSQ`Q TU fUb%_ aeU Sei QfYcd cU fU_RcdSe\Y`QTQ`_be^Q^eRU`QcQZkQ_ ^URiYQ

M/QTU] sc%_ aeUcU_RcUfWU^Q`b] UbQ` QdU TU UcduTYcSeLc_%U^bUQSW^S_ ^\QYSQ`QSTQT aeU QdU^TUe^XsRyL_ V^Udu i QcU^dT_%^TURUUbQ UcdBQ\U^U^] U] _bQ4f U bRYWQSQ aeU e^XsRyL_ VZ_ fQ QS_] `QvQTQTU Uc dQYSQ`QSTQT] _bQ` USe\Qb^U^QaeU cUTYcd^V^U TU\Qf_YSW^TU fUj U^SeQ^T_%QcQRUb%aeU_c UcV^Uj_c` QdUfYQbV^ebQc f_\YSY`Uc TU UcU d^_ %aeU cUQ^QSU`dQRUc` QcdQ XsRyL`%_ ^] eSXQ] sc WUSeU^SQ i `_b_ WU^UbQ bUc^dWf Q^QU Y^ceV^S^U^D_ baeU Qe^aeU Uc Y] `_c^RU aeU XQ Q ^YV^ ^cYSub_c UcV^Uj_c U^S_ ^dQTUe^QU^SSW^` bUcU^U^Y^U] RQWV% eUTU Uc dBU^S_ ^dQTU\Qc f_\YSY`Uc TU UcU d^_ %SeQ^T_ cU fUQTcd^SQ I `Q` Udc`Q` eUTU TUcUbi edY`Qb] UT_Y`c` QdQ` bUfU^bV^eb c UZkS^Y`c TUe^QSYUdQYS\QSW^4i %_ ^U V^TU aeU^Q^fUj TUcU U XsRyL`_`ThQcUbuY] YQT_4` Ub_ cec TUcU_c i UcV^Uj_c` eUTU^clubYU^SQSUC` : \X_] RbU`eUTU TUSbaeU^U^ SYUd cU^dT_%UbYSQ`Q 4c%_] _\Q` QQRkQ`_ Uc e^d b] Y`_ bUQf_% dU^U bUQSW^S_ ^UcV^Uj_c YU^SQSUC4c^U] RQWV_%_ S_ ^bUc` U Sd` Q` bUcU^d% Ub_ cU UcV^Uj QbU] _dQ`

: ^cUW^T_ V^WQb^TURU dU^UcU U^SeU^d^TU QSeUd^_ S_ ^\ aeUcU_RcUfWQ^Uc%aeU^U^U Sd^f Q] U^dU^XQ` QV^e^QYSQ`QSTQT%aeU Uc] UbQ] U^dU] _bQ%U^UQ] QQ` b`YQTQ] U^dU`^U^_] RbU TU >SQ`QSTQT4i aeU U^U^] sc UcdBd_ TUS_b_ TU Uh` bUcY^e^ X_] RbU`eUTU TUSbaeU aeU dU^Ue^Q`S_cQU^ce`_ TUb^Y_ dU^U Qce U^SSW^% ^_ `eUTU TUSbaeU aeU Uc YSQ`Q TU XQSube^Q`S_cQ% SeQ^T_`eUTU^YQX`bQ QWQQTQ% SQTQfUj aeU dU^Ue^TUcU`_ b`Y`^Y^U SdU Y] U^Qd TU\Q] Y] Q : ^SeQ^d_ Q_c TUcU_c i UcV^Uj_c%aeU`eUTU^Uc dBU^S_ ^dQTU_c UZkS^Y`c TUe^V^Udu XsRyL`%U^bUQSW^S_ ^\QSeQ_c X_] Rbuc cU`eUTU TUSbaeU cUQYSQ`Q TU fU^YQbUc`_c UZkS^Y`c%aeU c_ ^\c TUcU_c bU] _d c i UcV^Uj_c U^T_c Qc`U Sd`c` : ^`b] UbV^WQb^U^SeQ^d_ Q_ dU] `_4^e^SQ Ucd`^ bUcU^dU^U^S_ ^dQf_\YSY`Uc%Y^_ cw_ S_ ^dQVQc f_\YSY`Uc TU dQ ^QebQUj Q^SeQ^T_ cU fUQTcd^SQ : ^cUW^T_ V^WQb^U^SeQ^d_ Qce ^QebQUj Q4Ucd`c TUcU_c`_ eUcd`c ^_ c_ ^TYUSdQ] U^dU i S_ bU SdQ] U^dU S_ ^dQU XsRyL` i \QYS\QSW^U^cU% VQc f_\YSY`Uc U^QaeU cU UZkS^U^TU tcd`c%U^cu] Y] _c S_ ^YU^dT_c%_ ^QWQQTQRUc% Ub_ U^S_ ^dQTU QW_] sc aeU\Uc Qc^dU` Uc ce S_ ^cUSeU^SQ^Q_`_cSW^TU\Q] U^dU cU ^YUQd`dQ] U^dU U^S_ ^dQTU Uc d4Qc`_ b`YQc f_\YSY`Uc ^_ Ucd`^U^QRc`^ed TYUSdQ] U^dU`_ eUcd`c%`_ _bce`_ b`Y`Y^RU^4` Ub_ cw_ Y^TYUSdQ] U^dU i TU V^b] QbU] _dQ^U^QSeU^d TU QW_ Uh dQv`_

6`UcdBTU\Q`_`cSW^TU\Q`_b`YQf_je^dT% VQ] Y] QVQd TU f_je^dT TUe^Q`S_cQ` bTU^QT_%^ \VSe^QY`_`_cRY^YTQT] _bQ TU UcQS_cQ4 c^U] RQWV%YUc%_] _i QcU XQTU] _cdQT_%aeU U clubTUe^ReU^UcdT`_ Q Sd_ TU f_je^dT^Uc e^Q`S_cQ] sc QTUSeQTQ bUaeU bTQ`_`_bU 8_] Q^T_4QS_ ^dneQSW^U^QV^_c SQc_c%e^UcdT`_ e^Q Sd_ TU f_je^dT`eUTU^clubUaeU bT`_c S_ bU SdQ] U^dU%aeU U^Q Q Sd^QY^QT ^_ Uc% aeU dQ] RY`^`eUTU VQdBTUc` et c TU aeU cU\U` bTU^Q M`_`_b_ dQ^d_ Ucd`_ S_cQc QTUSeQTQ] U^dU`eUTU^club] Q^TQT_% QdQaeU_c X_] Rbuc dU^Ue^QYSQ`QSTQT] _bQ`

HQ UcdQT`_`_ Q Sd_ TU\Qf_je^dT%eUTU^clubUaeU bT`_c`_`_bU 8_] Q^T_%_] _i Q`_ Uh^dU`D_bcyUcQf_je^dT cw_`_`_Tls clubTUcY^YT`_`_QdQaeU cUQ^aeU i Q Ucd`%_`_eUTU XQRUbec`_TU`_bU S^d_38_] Q^T_c U^d`T_c \c SQc_c clubQ`_U bU SdQ] U^dU Yx dYU^`_`_U bU^U^d M`_`_cw_`_`_eUTU dQUc GU bUaeU bT`_c%_] _Uc aeU bU bQ^Uc TU aeU U S_] Q^T_c UTQ^Y^_ dQ] RY`^S_] _`_`_c^RU] U^dU`eUTU aeU bU b

TUc`et c4dQuc S_] _\Q Uh`_c^S^w^TU8_] Q^T_`eUTU^_cubUVSQ`QdQ`b^TeSb_ UhsYd^9U\ S_`rdQY`%`XQ`dQ S_cQS_] _\Q
TUc_RUTU^S^Q Qe^] Q^TQd`QTUSeQT_ i aeU\U S_`Huc`_`TU Uc`_`c^RUU^SeQaeYubSQc_4i`^`XQ`^Y^V^SQc`_`c^RUU^M^U aeU^`eUTU
XQRube^QTUc_RUTU^S^QTUUSd_c`6ij`Y^Q`c aeU^`cU`eUTU Q^Vd`Q^TUU\ij`QS_XUu^w^S_`ce`b^SY`%`baeU Ucd`XQSU aeU\Q
RUTU^S^Q Q\c S] Q^T_c`Zcd`i`Q`b`^QT`cUj`^`Huc`^USucQY`%`QTUc_RUTU^S^Q Y`_`c^RUU`M`_b\`aeU U Qd`Y^Q`_TUd`SQd`Q cu
] Y`_`%`b^TeS^T`_U] Y`] _`e^d`aeU UcdQ`_c U^`%`b\`aeU`^YUQ U^t`b^SQ` U^w^Q`cQRUB aeU\Q @i`i`U8_] Q^T_c`^`S_`c^Yd^w^Uc
S_`^Qc`^USucY^QTUc`

GycY`_`Wj`U^w^aeU`>SQ`QSY^QT`U^SecQbs`Q TUc_RUTU^S^Q`aeU Ucd`Y`_`^S^Yd`U^`Q`_`_`c^S^w^`_`TUUSd`_`TU`Y^S^Y`Q^S^w^aeU
`Ud`_`Q^USU`TUc`et`c`TU aeU U S_] Q^T_c`cU`U^X^RUU^M^w^d`^S^Uc`Q`] Q^TQT`aeU`cUj`_`^`W\U^F`Q`U^t`^`%`aeU`_`U^SecQ`D`b\`_`] eSX_
aeU\Q`] Q`_b\`Q^TQT`aeU`XQ`_`U^`U`S_`dQ`w`TU`X_] RbU`%`_b`d`Q`d`_`Uc`ce`Y^S^Y`Q^S^w^`Q`] Q`] sc`^eU`Ud`%`_`_b`d`Q`d`_`] sc`%`_b\`
d`Q`d`%`U^U`aeU`TU`Q`Y`SQ`QSY^QT`_`_`bQ`_`Q`Q`U`R`Y`U`b`aeU`b^T`_`Ge`Y`SQ`QSY^QT`_`_`bQ`aeU`S_`^`c^Yd`U`U^`Q`^eU`ij`Q`TU`ce
Y^S^Y`Q^S^w^`Q`] Q`%`Uc`Q`] Y`] QS`_c`Q`aeU`ce`] Q^TQT`S_`^`c^Yd`U`i`%`e^`U`] RQbW`^TU`Q`SeU`b^T`_`S_`^`_`c`_`b^SY`Y`c`Qd`_`Y^Q`Q`c`^TU`RU
cubQW`_`YS`_`c^Yd`U`w^S_`^`Q`] Q^TQT`4i`_`_b`SeQ`d`_`] sc`cU`d`U^U`TU`U`Q`%`_b`d`Q`d`_`Uc`Q`aeU`] sc`^U`Z`c`TU`Q`] Q^TQT`

D`b\`d`Q`d`%`U^`ce`S_`^`Z`^d`%`Uc`U^F`TU`U^w^aeU`Q`Y`SQ`QSY^QT`_`_`bQ`c`_`_`#`aeU`S_`^`c^Yd`U`U^`Q`Q`d`TU`Y^S^Y`Q^S^w^`\$`^`XQSU`^`Y^V`^`Q`S`_c`Q`
Y`S`_`HUSdQ`_`U^w^U`_`R`Z`d`_`TU`_`^`HUS`_`d`_`_`8_] Q^T`_%`^`e`SQ`eUTU`Y`c`_`U^`c`Q`b`Q`SeQaeYub`_`Uc`_`^`Q`U^`Q`TUc`_`RUTU^S^Q`_`Q`d`TU
S_`^`ij`Y^QT`Qe`^`S_] Q^T`_`

@Y`SQ`QSY^QT`^`Q`ebQ`%`aeU`ce`b`W`TU`Q`Q`d`TU`SQ`QSY^QT`^`Q`ebQ`%`e`^`_`Rcd`Se\`_`Uhdub`_`%`#`aeU`Uc`_`_`x`^`S`_`aeU`cU`^`Q`] QS`_`HUSdQ`_`U^w^
>SQ`QSY^QT`%`i`c^`TeT`Q`g`X`_`Wj`_`U^SecQ`%`_`XQSU`e`Q`S`_c`Q`Y^T`U`Y`Q`] U^w^U`Q`SeUc`W`TU`8_] Q^T`_`G`Y`_`c`X`] RbU`_`Ucd`^`U^SecQT`_`c`_`TU
XQSub`_`Q`Se`Q`b`TU`^`Y^V`^`R`Y`U`^`eU`ce`_`_`U`aeU`cub`_`b^T`U`Q`T`_`%`U^U`aeU`cub`Q`d`Q`^`c`TU`Q`W`^`TUUSd`_`e`^`_`Rcd`Se\`_`aeU`^`_`Ucd`_`U^`U`
`_`b`_`_`Y`_`K`_`%`_`Ud`_`i`Q`cU`Q`U^`Q`SQ`QSY^QT`TU`U^w^Y`Y`_`Y`U`d`_`%`_`U`SeU`b`_`%`_`XQSQ`^`eU`Q`S`^`Se`] c`d`Q`S`Uc`^`S6`aeU`T`_`c`_`d`Uc`_`S`_`c`Q`_`eUTU`^`cub
_`RcU`f`QT`Q`%`

*`:`^`SeQ`d`_`Q`_`c`Q`S`d`c`Uc`_`Y`b`e`Q`Uc`%`_`SeQaeYubS`_`c`Q`Re`U`Q`U`^`U`UcdQT`_`_`Y`] Y`U`U`Uc`Q`S`d`c`TU`Q`_`b`_`^`Q`f`_`je^dT`%`_`TU`_`c`Q`U`S`d`c`%`#`aeU`cw`_`c`_`^`
S`U`b`d`c`_`_`T`_`c`TU`U`Z`U`S`Y`_`TU`Q`f`_`je^dT`%`c`Y`Q`c`_`^`Uc`_`^`Q`c`_`^`Z`cd`^`SQ`Q`c`_`S`_`^`Z`cd`SQ`%`aeU`TU`RU`cub`_`_`b`Q`d`TU`SQ`QSY^QT`U^`Q`V`Q`Se`Q`d`T`^`Q`ebQ`
TU`Q`S`_`_`_`W`^`w`^`D`_`b\`d`Q`d`_`_`c`] Y`] _`c`TU`RU`Uc`_`Uc`_`Y`b`e`Q`Uc`%`_`Q`U`S`d`c`c`Q`W`Q`T`_`c`i`_`U`Z`U`S`Y`_`c`TU`S`_`dQ`_`w`^`%`_`eUTU`U`H`W`^`eUTU`_`c`X`] RbU`%`
aeU`cU`Q`^`TU`_`c`_`s`^`W`U`Uc`4`Q`SQ`QSY^QT`TU`U^w^Y`Y`_`Y`U`d`_`TU`cub`d`^`Y`U`b`_`Uc`_`6`cuaeU`_`c`X`] RbU`_`^`_`eUTU`^`cub`_`R`Y`W`Q`T`_`c`Q`Q`] Q`b`Q`Uc`Q`c`
`_`Uc`_`^`Q`c`Q`] Q`RUc`^`Q`_`c`aeU`^`_`XQ`^`d`U`Y`_`_`_`_`b`e`Y^QT`TU`F`U`b`^`Y`_`d`b`_`c`QRUB`TU`^`Y^V`^`Q`] Q`U`b`Q`S`U`d`RU`_`Q`b`Q`U`UcdQT`_`^`Q`ebQ`_`_`Q`SQ`QSY^QT`
TU`Q`S`_`_`_`W`^`w`^`Xej`_`Q`Q`_`D`ub`_`Q`Y`ce`V`S`U`^`SQ`TU`_`_`d`f`_`c`_`^`_`U^SecQ`S`4`Q`_`^`_`cubaeU`ce`cub`Y`ce`V`S`U`^`w`^`%`_`ce`b`W`TU`UcdQT`_`_`_`bQ`TU`Q`
f`_`je^dT`_`_`Q`Y^S^Y`Q^S^w`_`U`^`c`%`e`Y`_`TU`UcdQT`_`TU`Q`S`_`_`_`W`^`w`^`Q`ebQ`_`@`V`W`Q`^`R`_`^`QT`i`_`W`U`b`_`c`Y`QT`TU`_`d`_`^`eUTU`^`cub`e`^`] _`d`f`_`ce`V`S`U`^`d`
`_`Q`Q`U`H`S`Q`b`Q`W`Q`d`e`T`_`U^`Q`_`_`Uc`_`^`Q`aeU`U`S`RU`Q`R`_`^`QT`Q`^`d`Q`^`c`TU`ce`d`U`] _`UcQ`_`U`d`_`f`^`Y`U`Y`W`Q`d`_`3`U`^`Ucd`SQ`_`%`Q`Y`ce`V`S`U`^`SQ`TU`Q`
``d`f`Q`S`^`ce`b`W`TU`UcdQT`_`TU`Q`f`_`je^dT`_`_`Q`Y^S^Y`Q^S^w`_`TU`S`_`dQ`_`w`^`%`_`^`_`U`^`Q`R`_`_`led`_`U^SecQ`_`D`ub`_`c`Y`Ucd`W`U`U`b`_`c`Y`QT`_`^`_`Uc`_`ce`V`S`U`^`d`_`Q`Q`
U`H`S`Q`b`Q`W`Q`d`e`T`_`e`Y`T`_`_`T`Uc`S`_`^`_`S`Y`Q`%`Q`aeU`^`_`XQ`_`] U`Y`_`TU`Y`V`_`ij`Q`S`^`Q`T`U`Se`Q`T`Q`_`Q`b`Q`U`UcdQT`_`i`_`Q`] U`Y`Q`TU`Q`c`_`Q`Se`Q`d`T`Uc`_`TU`Q`_`_`Uc`_`^`Q`%`
Ucd`Q`Y`ce`V`S`U`^`SQ`Uc`Q`U`Y`T`_`S`_`^`e`Q`Y`SQ`QSY^QT`^`Q`ebQ`%`aeU`_`_`U^SecQ`_`_`b`S`_`] _`^`Ud`_`i`_`^`_`_`XQSU`U`^`Q`R`_`_`led`_`U^SecQ`_`D`ub`_`c`Y`Ucd`W`U`U`b`_`c`Y`QT`
^`_`Uc`_`ce`V`S`U`^`d`_`Q`Q`U`H`S`Q`b`Q`W`Q`d`e`T`_`e`Y`T`_`_`T`Uc`S`_`^`_`S`Y`Q`%`Q`aeU`^`_`XQ`_`] U`Y`_`TU`Y`V`_`ij`Q`S`^`Q`T`U`Se`Q`T`Q`_`Q`b`Q`U`UcdQT`_`i`_`Q`] U`Y`Q`TU`Q`c`
`Q`Se`Q`d`T`Uc``TU`Q`_`_`Uc`_`^`Q`%`Ucd`Q`Y`ce`V`S`U`^`SQ`Uc`Q`U`Y`T`_`S`_`^`e`Q`Y`SQ`QSY^QT`^`Q`ebQ`%`aeU`_`_`U^SecQ`_`_`b`S`_`] _`^`Ud`_`i`_`^`_`_`XQSU`U`^`Q`R`_`_`led`_`U^SecQ`
`D`ub``c`Y`Ucd`W`U`U`b`_`c`Y`QT`_`^`_`Uc`_`ce`V`S`U`^`d`_`Q`Q`U`H`S`Q`b`Q`W`Q`d`e`T`_`e`Y`T`_`_`T`Uc`S`_`^`_`S`Y`Q`%`Q`aeU`^`_`XQ`_`] U`Y`_`TU`Y`V`_`ij`Q`S`^`Q`T`U`Se`Q`T`Q`_`Q`b`Q`U`
UcdQT`_`i`_`Q`] U`Y`Q`TU`Q`c`_`Q`Se`Q`d`T`Uc`_`TU`Q`_`_`Uc`_`^`Q`%`Ucd`Q`Y`ce`V`S`U`^`SQ`Uc`Q`U`Y`T`_`S`_`^`e`Q`Y`SQ`QSY^QT`^`Q`ebQ`%`aeU`_`_`U^SecQ`_`_`b`S`_`] _`^`Ud`_`

+`:`^`SeQ`d`_`Q`Ucd`d`^`_`TU`_`_`f`Y`_`Y`U`d`_`c`TU`SeU`b`_`%`_`U`Z`U`S`Y`_`c`i`_`Q`U`b`Q`S`Y`_`Uc`TU`Q`] U^w^U`aeU`^`_`S`_`c^Yd`U`U^`_`c`Q`S`d`c`Y`] Y`U`U`Uc`_`
UcdQT`_`TU`Q`_`b`_`^`Q`f`_`je^dT`_`%`_`Ud`_`cU`ce`_`_`U`aeU`cU`U`b`ae`U`U`aeU`_`c`U`U`S`d`c`TU`Q`f`_`je^dT`%`U`^`_`c`SQ`c`_`U`T`_`^`TU`^`_`XQ`_`Q`d`TU`e`Q`
SQ`QSY^QT`TU`U^w^Y`TU`baeU`Q`Y`SQ`QSY^QT`%`_`aeU`cw`_`%`U^SecQ`c`%`

t\ S_] _ce`b^SY Q RYU^3UcdQc Tc`_cSY`uc cQWQc c i UZKSSY`c ^_c ^U^QRc led U_RZd TNU5d TU\Qf_je^dT3aeU bUQ] U^u ^_ S_] `Qdu^` Qdu TU\QYSYQSW^` TUCU_ TU\Q] Q4`Ub d T_ cU dUj YQ U^Q\YRUQSW^TU d Uj U^d 3i UcdQc WQSQc i f`VSY`uc `QT_cQc%Q` UcdQTU UcdU S_`cU^d U^d V Uj QT_% ^S_`c^TUQT_c S_] _YTUCUQRUc U^cu] Yc] _c4S_] _SeQT_ e^U^Uj _TUCUQe^Q T_c c QR_ bU5U U^WQ^] UTYQ% ^U V^TU cQf Qc ce f^YTQ 6 `Qdb TU UcdQc S_ cQc aeU Q` QUSUB

, ' EeU UcdQ9Y`_cSY^Y^TU5d ^_ Uc aeU U UZKSSY` TU\Qf_je^dT aeU U S_] Q^T_ bUae^Uj4` Ub Ucd dQ] U^u e^Q^TU^U^U4` cU^T_ e^Qf` VSY^TU e^Q` QdbTU QTYU^U^U% dUj YQT_` _bS_] `Ud U^TU^U^Uc _RZd c4U^ce d dQYQT` _bTUQZ` TU\Qc aeU\Q f^UeT TU\Qf_je^dT%Q\QaeU U S_] Q^T_ dU^U cU^T_%

- ' : cQd` dQf`_je^dT%aeU cW_ dU^U e^Q SYUd` bU` Se` QSY^Y^TU5d S_ ^U TURUbUaeU bT_% ^_` eUTU cUb UhSecQ` QdQ\Q VQdQTU aeU\Q ReU^Qf`_je^dT] Yc] Q^Q SeQ cU` bTU^W4` _cU^T_ _ aeU bUc` _^TU i Se] `U\Q` bTU^% cUbd dQ] U^u `b^QT_c TU\Qf` f^UeT aeU RecSQ U S_] Q^T_` 6TU] sc TU` Yec dQb UcdQ SeUcdW^3GYe^` W_ dU^U e^` QTbU] sc U^SUU^U aeU cU] `bU` XQ dQdQT_ S_ ^R_` ^TQT` QdubQ i dUreQ% dU^U d T_c _ c cU^T_ c%W^U] sc Qd` WQQT_% U bU5U ce Q] _b i bUc` U5d` RUTU^U% Uc 8_ ^d T_] ei bS_4` Ub U_XYZ Uc TU e^Q Tc`_cSY^d^f^%aeU Y^U dU bQTQ QR_ bU5U Qce `QTbU i %e^U] RQWV`aeU Q` bU XU^Tubce_TY` Q t\ Uc S_] _` QdQTU] _cdQc ce b^YQ` dQ U^T_ _ xQj _ Q UcdQc SYSe`cd^SQc QR i U5dQ`aeU c_ ^] ei QTf UcdQ Qce Qf QbSQ i \Q Q] RSYW^4aeU% _b\ dQ^d %TUCUQ VU bQTU` dQ] Q^U bQ `Ub Qc^aeU QRQZ` U^` _Tub Y^U^SYU TU ce SQbS dUbf^Y i] QWV`%aeU S_` d^XQ d TQf U^ce _TY` QcU^QT` TU ce `QTbU 6X` bQRYU`eYQ Tc`_cSY^Y^TU5d TU dQ XYZ` Q Q] Qbi X_` bQbQce` QTbU^U^d T_c _ c QRceUf U_ UhSecQc Q^U 9Y`c% _bce WQSQc` TU UZKSubUW5d^f Q] U^u UcdQc Tc`_cSY`uc XQSQ t\%aeU 9Y`c bUae^Uj^TU UcdQb U^e^Q TU UcdQc SeU^dQc` \$#MQ cUQ`aeU bUc` _^TU i Se] `U\Q` bTU^` DUb Ucd` ^_ Uc Qcu` _bQce`_cSYW^4` _bUeU` _bTU^QT` Uc U Q] _bi U_X` ^_ bTU ce` QTbU TWV` GYU S_] Q^T_ cUQS` bU5d i Zcd`% _] _cU ce` _^U^Q S_` d^reQSW`eU` RYWQ Q\] Q^TQT_4i Qcu^QTQ] sc% Ub aeU` eUTU bUc` _^Tub Q\Q` RYWQSW` C`##\$9 URU cUb` _b\] U^`c% _bUeU` _ Uc aeU\Q f^UeT` R_` ^TQT U^ce Tc`_cSY^Y^TU5d`aeU Uc UaeY QU^U Q\Qf` f^UeT bUaeU bTQ4i QcucQT_c` S_ e^U dUf Q^c TU H% _ S_] `U^cQ\Q dQTU U\Q DUb Ucd` dQ] RY` ^Uc S_` ^dQb` Q\Qce`_cSYW` @TYc`_cSYW` XYZ` dU^U] sc aeU TU e^Q bUQSW` S_ ^U TYU b i U_X` ^_ b%` dU^U R_` ^TQT U^t\% QbQS` ^dQbUcdQb\Q VQdQTU bUc` Uj WQ` `U bUaeU bT`

@cYSUBTQT i \Q bUQYQTQ^U^U\QaeU\Q Tc`_cSY^Y^TU5d`aeU cU XQ XQR\QT_% _\ XQSU] UZ`B @ aeU Uc bUQ i QRe^TQ^d Q] U^eT` cU\Q] QcYSUBQ4MQ cUQU^f^UeT` U\ fSY` 6\W^Qc` Ucd` ^Qc c` ^cYSubQ] U^u] Q4` d` c` c` ^ cYSubQ] U^u ReU^Q4i` _d`c` eUTU^`cUb cYSub` i SQeb`c` U^Qc S_ cQc`aeU c` ^U^ce` `b` `Q` QdbTU QY^TU^U^U4S_] _ e^X_] RbU` eUTU UcdQb cYSubQ] U^u TUcU`c` TU S_] Ub SeQT_ dU^U XQ] RbU` DUb` cU^T_ cYSub`c` QRe^TQ^d i TU ReU^QcU bU`% _ Uc e^Qf` f^UeT%Q] U^`c aeU cUQU^e^Q S_ cQaeU Uc f^Ue`c` ' I ^X_] RbU` eUTU cUb cYSub` i SQeb`c` U^ V Uj Qb` Qdu TU e^Q dU^eQSW` TU` YQdQc% e^Q RQ^TQTU\QTb` ^Uc` 8eQ^T_ _ c TU] _^Y`c S\Q] Qb` ^% b` WQb` ^Q8 bUcd` ^_ Qd` bU` U^dQ` c%` _VeU e^Q] Ucd` bU dU^cW^4aeU Ucd^` ei QRe^TQ^dUc U^cec TUcU`c` TU ^_ cUb Qd` bU` U^dT`_3` Ub Ucd` ^_ XQSU^`ce f`_je^dT` _TUcU` f^Ue`c` ' McY`c X_] RbUc` dU^U^TUcU`c` cYSub`c%

MS_] _\QcYSUBTQT TU e^X_] RbU U^e^TUcU` _f`_je^dT TU Se] `WbS` ^ce TURUb% _] cU XQ] U^SY` ^QT_% ^_` eUTU cUb UhSecQ` QdQ \Q VQdQTU bUQY QSW` TU V Uj QY^TU5d` Quc4` _b\ aeU Uc S_ ^\`c Uc UeUj`c aeU cU bU TU e^Qf`_je^dT dQ] @c Uc UeUj`c ^_` eUTU` dU^U] sc R_` ^TQT U^U\`c`aeU\Qf`_je^dT TU _c SeQ Uc cU

c_^U\UW5d_ i Uh`BucW^ M%_b\ dQd_%eYU] RQbW_ cYSub_ i BUQ%`_bWbQ^TUaeU\c UclVUj_c TUe^Q
`Ubc_~Qc_~4cuWQ`UcQbTUaeUTURUbuQclubQ] shij_ TUce SQ`QSTQT4Q] U^_c aeU\Qf_je^dT TU\QaeU
`b_SUTU^clubBUQ] U^du ReU^_ i fYbe_c_~aeU`eUTU^clubYxdlUc_`Uc_ QWb^_ U^U\Qc`U5d_] _bQ\ @ aeU^_ Uc
fUatQTubQ] U^du fYbe_c_ Uc%Q\c_Zc TU9Y_c%_ cYfU`QbQ`QTQ% Qcu`eUTUclubTU`YVx^fQ_b% YVbeUSQW^
ce SeU^dQ% QbQS_] `U^cQbSeQaeYUbTUW5d_] _bQ\ DeUc`QTQ`eUTUS_`dtQbUcdQbU\ Q%Ub_ ReU^`_GYU\ Q
UcdQbU^e^Q UcSQQ% ^_c`ec_ e^QWbQ`SQ^dTQT U^U\ _du TU\c TucU_c cYSub_c i club_c%] eSXQc i WbQ^Tuc
UclVUj_c4cYU] RQbW_%eY^ XQ R_`TQT BUQ U^d_T_%^ XQ `Uc_ U^U\Q4i`_b\ aeU^_ XQSU`QTQ`QbQ
UaeYRbQbU`Uc_ BUQ%aeU Ucd U^U\Q UcSQQ_`eUcdQ

9UXUSX_dQuc UclVUj_c`eUTU^duUbe^QYVbeUSQ`UWbQ^QReU^Q: cQc_S_cQc%aeU^_duU^fYbeT`_cYfQ%_duU^
`YVbeQYVbeUSQ] _bQ\`_cYfQ4cYU] RQbW_%eUTU^club_SQcW^TU\Qc`Ubc_~Qc UfYQ^T_ QWb^_c] QUc`_cYf`c`8_] _cYe^
X_] RbU`UebQ U^U\ QWbQS_`e^fUSY` Q\QaeU dcf_ \Q] QQf_je^dT% aeU^_ cQRW`QTQb%_cdU^Y`T_`_bce] Q`_4UcdU
fUSY` UcdQRQU^TuetQS_`t\%WUX_] RbU Uc du^dT_ QTUQbaeU cUXe^TU^i QX_WQ^& Uo_cU`YUWQ QSe] `WbS_`Qdu^dQSW4
^`_bQ] _bQc efUSY`%Q`eUcdTucTUU\Q] _bQ TYUb_% TURIT_ Qce QX_WQ] YU^d_ cUTURU`UatUcce TuetQ4\ aeU\ XQSU U^
VQ`BUclufQSW^TUce fUSY`_`_bQX_WQ] YU^d_%_ Uc`QTQReU^_ Q\c_Zc TU9Y_c3cYU] RQbW_%UcdU] UTY`cU UfYQ\QSe\`Q
] Q`_baeUcUXeRYUeb`S_`dtQT_%eY\XQRUQTUQT_ YduSY`QTQ] U^du ce TYf QT_bfUSY`_ i `UdUSUs^`Duo_ SeQ^T_
Q] YQ^_c%U^cec TY`edQc_S_`^c SQfYcdQ`%YcYcdQd`U^cYSub_c TucU_c i UclVUj_c%5_] _\ aeUcUTURU UhSecQb\c
X_] RbUc`TURUclubQSU`dT_`_b9Y_c% S':c] Q`YUcd_ aeUduU^`Buc`U5d_ Qe^SYUd_`Uc_] _bQ\`_cYfQ`YVbeUSQ TUc_c
TucU_c i UclVUj_c`6SU`dQ`ZcdWbQ`UhSecQb_ U^U\QSeU^dTU\c UclVUj_c cYSub_c%5_] _cU\Uc\Q] Q% i \cX_] RbUc
XQSU^`_ aeU`eUTU% S`duU BUQSW^S_`QVx^fQ_b] _bQ`QW_ aeU Uc QSU`dQ_S_] _ReU^Q% S_] _dQ%5_] `U^cQd`bQc
QVx^TUN5d_`

Dub_XQ e^QWbQ`TucS_`SYQi U\U^WQv_%aeUcebWUTU\QQ] RYUUTQT TU\QVQcU^cYSub_c UclVUj_c`9UXUSX_ XQ e^QWbQ^
Y] `WbSYW^i e^YUUT`Ucc U^VQ] Q`_bQ% Q] U^_c] ei] eSX_c TU\c d`b] Y`_c edY QT_c`QbU^`BucQbQc_S_cQc aeU
`UduUSU^Q\c`_b_RU] Qc] _bQuc i Uc`YbeQuc`TU T_`TUcebWU^Y^e] UebRUc Ueb BUC%BUZSYc VUduUc%UhdhSQRU
S_`^ecW^ e^cY`Y^S_`^b fUci`&@`QQRbQcYSubUc] sc_S_] x^] U^du edY QT_`QbQ`WYWbQbQW_ aeU Uc ReU^_3\c
X_] RbUc Ucd`XQRbQ`c Q U^du`Tub`_bt\] Yc] _S_] _X_`Ucd i BU5d_4\c d`b] Y`_c aeU UhSYQe^QYUQTU QW_ ReU^_ U^U
cU^dT_] sc UcdW5d_ i] sc Qd_4ReU^_ Q\c_Zc TUt\%aeUfU^_ cw\ VQ`Q`QbU^SQ UhdU`b% Ub_ U\ S_bQ w^ M%_b\ dQd_%_c
X_] RbUc`YU^cQ`aeUcYe^Q`Ubc_~QcUQcYSubQ`aeUSUdQ] U^du cUbs QSU`dTQ GYcUTbSU aeU SeQaeYUebUc cYSub_ U^cec
UclVUj_c%Ucd_ ceWbU^aeUce S_bQ w^Uc ReU^_%aeU^_ XQ`YVx^TUN5d_ TU TURU`U^SeQd_ QYSYQSW^fYbe_c_4aeUS_`
X_`UcdTQT i BU5d`T TucUQ i cU UclVUj_Q`_bXQSub\ aeUcU BUaeYU4i Ucd \Uc \UfQ Qce`_`Ub^aeUclubQ] ei TYW5Yi`_S_
bQ`_QRU`QbQSQcdWQ`%cw\`_`baeUt\`_duUthd_ U^cec UclVUj_c%_`dtQT_ Tuc`et c TU UcdQb] sc Q\ S TUce`_gUb&
8_`cYUcdQ^T_ aeUTURU`RcUf QcU^aeU\Q`QQRbQcYSubQ duU Ucd c TYUduUc cWYWbQ`c`

*] @cYSubITQT%5_] _VQ`QQRbQcU edY Q QfUSUc%eWYWbQaeU^_ XQ] sc aeU\Q BUQYQT TU\Qf_je^dT i U: ^TUQf_eb%5_`Buc`U5d_
QSeQaeYUbS_cQaeUcu`_b_WUc_ WYWbQcY`YVbeUS`cYUebQSW^TU\Q`QbBQY QTU`brSY`_W^TUT_`TU UcdQf_je^dT BUQ i
cebWUSUd_ UclVUj_`_GYe^X_] RbUduUe^TucU_ BUQ% QcUQTW5d_`Y^BU5d_`QbQ`RduUbe^QS_cQ% BUQ] U^du cU UclVUj_Q`
Tuc`et c TUaeU^eUTbSU cYSubQ] U^du

TUcU_ UcvEuj_%eY^YV^Qs_~cYUbcQSW^TU\QR_~TQT TU`brSY_Y TU\QaeU Q5dkQ% SeQaeYubUhsUu^SQ_ TWY^TQT
TU\W^`QdQU aeU Q5dkQ 6cl^e^X_] RbU aeU Uc Q] QRU Q\Q] eZbTU ce fUSY_%aeU Ucd U^VUj _i Q^V^YUj %] ei xdx
U^ce SQc_%XQSU e^QTUj _cdQSW^TU TUcUQbi `b_SebQbce bUcdQebQSW^TU\QcQeT i U\ fVW b4i ^_ cW_ XQSU e^
Uc`USdSe_%Ub_XQ e^QbUQY^TQT U^ce`bUd^cW^%\^_ TUcUQbTU d_T_S_bj w^i cYSubQ] U^dU^Ubce cQeT
bUcdQebQ^Q% edY^Qcec UcvEuj_c fUbtQTU_bci] shY _c` QdQU_3cUT^SU cYSubQ] U^dU TUcUQbi `b_SebQbTUc`et c TU
U\Q%_baeU\ XQSU TU fUbtQT _bUQ] U^dU Qe^aeU dQ fUj U`brSY_Y aeU Q5dkQ TUcTU^%_ Uc_d_ aeU e^Q`QcW^fYi
UcSQ^TQ_cQ4XQRubfY^Y_ U^QT e dUj_S_ ^U\Q^eYSubQ] U^dU TUcUQ dU^Ubce cQeT i fVW bUcdQebQ^_c% QdQaeU feUf Q Q
cec`QSUbUc SbY Y^QUc`

@cYSubTQT cU U^dU^TU^%_ cW_ e^QbUQY^TQT TU\Qf_je^dT i U UcvEuj_ TU\QV^k^dY_%Q`QdbTU SUbQs_~cYUbcQSW^e
d%eY_ e^QcYSubTQT fYb_c` : c TUSb%aeU U^VUj UQY^QSW^TU Uc_c Q5d_c` QdbSe\QbUc%aeU c_ ^\Q] QdbQ TU\QfYbT_
U TURUb%aeU XQ ^_ cW_ \Q] QdbQ^eY_ \QV_bj Qi \Q U^U^SQ TU\QfYbT%aeU S_~cYdU U^U_RZdY_ aeU bWU U Q5d_% U
`brSY_Y UZbSY_ U^Uc` B_ Uc cW_ \QbUQY^TQT TU Q5d_%Uc TUSbS_] _cY^UdU U SeUb_ TU TURUb^cY_ d] RY^U Q] Q%aeU
TURU`UdU^USubQTUSeQTQ] U^dU Q U^Uw^Q^` : ^UcdU cU^dT_%eUT^SU aeU e^X_] RbU` QdQcUbcYSub_%eQ^T_ Q5dkQ_S_
e^QY^dU^SW`ebQ^_ TUcTU`e^d_c TU fY^QcY^Ucd c3^_ cW_ U^_c TUcU_c TU bUQY^TQT i RecSQ\ aeU XQ] aeU XQSub%
SQWbQSW^aeU cU_RdU^U%_be^V^e_d_4`Ub_t\aeU dU\Qs_cQ^TUSdQi QTUSeQTQ] U^dU%QaeU YV^lj QTQ^Yc_R_bQT_4

: ^U`bj UbcU^dT_%e^X_] RbU cUT^SU aeU Uc cYSub_%U^`_cSW^Qe^Q] Ucd`bUd^cW^% U Uc`USdSe\ TU\Qs_cQU^
`QdbSe\QbaeU XQSub_ UhXRYT_%eY^YV^k^TUCU_bUQ_cUj`bU`_`cYU : ^UcdU xidY _cU^dT_%eUT^SU aeU e^X_] RbU` QdQcUbc
cYSub_c%U^`_cSW^Q UcQTUj _cdQSW^TU\QfYbT ^_ Ucd U^cY` \Uj U^dU XQSU^T_ \QSeUcdW^TU TURUb%eY^QbUQY^TQT TU\Q
fYbT U^U Q] Q i ^X_] RbU`eUTUcUbcYSub_ U^U`bj UbcU^dT_%cYUj RQbW_%UcdU xidY _cUQ Q_c_Zc TU9Y_c%aeU
RecSQ U^U S_bj w^e^XY wSdQ fY : ^UcdU xidY _dY_ TU cYSubTQT%_ \Q] U^dU%XQRbs QW_ fUbtQTUbj U^dU fQY_c_ QSU dQRU
Q_c_Zc TU9Y_c` M Ucd Uc_ aeU U^Q: cSdbQ cU\Q] QcYSubTQT%_ ^UcdQT% ^dUWbTQT% QfUbtQT U^_ U^dY _i XUBUUb_c
TU e^S_bj w^`UdUd` ; M cYXQ e^QcYSubTQT d] dQ WQQT_ TU aeU i QTURUbQ XQRub% XQ QV^Qs_cQ] sc aeU U X_] RbU ^
Uc SQ`Q TU bUQY^Qb_ aeU ^_ TU] eUcdQ UcdQb_S_ U5dQT_c_S^cec cYSub_c TUcU_c i UcvEuj_c%U X_] RbU Ucd S_] `Ucd] U^dU
UhSecQT_ i QRc_fYVQ_c_Zc TU9Y_c4ce f_je^dT SYbQ] U^dU cU QSU d` QdQce UcSdbQbi e^Qf_je^dT i UcvEuj_cYSub_S_] _
Uc d_T_ \ aeU U^U aeU cU bUaeYUd TU t%_bSeQaeYubS_] Q^T_ TU9Y_c%Ub_ U^SeQ^d Q\Q_dQ S\QcU TU cYSubTQT TU\c
TUcU_c i UcvEuj_c%Q ^_ dU^UfYbT U^bW_baeU^S_] _cU_RcUf wQ^dUc%`eUTU cU bU^fQ^_ TU Q^dU TU9Y_c%U SeQaeYubSQc_%
bUj_ U^TQb%QdVQSub% UhSecQ% ^_ dU^U`Uc_] _bQ`_cY^Q_YV^U^SQ QV^Q

8_b\QbY`*` D_b\ dYd_ cU`eUTU YVUd%aeU ^QTQU^QbQ w^i \Q`QdbQ Uj QTU\Qc_S_cQc TUc`bU^TU TU\Qs_~cYUbcQSW^TU SeQaeYub
`Uc_] _bQ U^VUj QdW^QsSQcU TU cYSubTQT%aeU ^_c \Uf Q Qce`_ ^baeU9Y_c XQXUSX_ ^YV^Q`b_] Ucd`_cY^T_c TU\QcQfQSW^% \Q
WQSQ% SeQaeYub^_ TU QcYdU^SQ QX_b% SeQaeYubRU^UWY_ Uc`YbQ aeU cUQ^Q SeQaeYubTUcU_% bQSY_ ^Uc%U UcvEuj_Q^UcvEuj_%
_ \Q_RUTU^SQ TU\c aeU XQcdQX_bQ%aeU ^_ dU^U^VQfYbT fUbtQTUbj \QcQ^dTQT U^cec S_bj _^Uc4Qe^aeU TURUj _c ce`_ ^baeU
d_TQ\QcYSubTQT i U.] shY _WQQT_ TU: ^TUQf_eb%Uc`_cYU UcdQbU^`Uc`_QcY^cQ^dTQT`

6VWe^_c_RZkdQ^S_~tdQ9Y_c bbaeYUu%5_] _S_~TNSW^`QdQ\QcQfQSW^%u_c cQ^d_c UZkS6Y_c%aeU_c^~U bUkelQDT_ TUe^Q
bU^_fQSW^c_RbU^QdtkQ4dQuc S_] _U bUc^Ud ce^ bU] _Q8bkd%uQ] _bQ9Y_c%QcQ^dTQT TU Q] _b^_bce`b`Y_RYU^% S^ aeU
UcdQc T^`_c6Y_~Uc Ydub^Q: i UZkS6Y_c Ucd^`_bU^S] Q TU`_TubTU_c X_] RbUc%QaeU_c^`_b^QdtkQ] Q4i`_b\ dQ^d aeU
`_TU] _c S_~SleY%aeUSeQ^T_c X_] RbUc_c^~UfQT_c`QdQcUbcY^Sub_c U^cec Ucl^Uj_c% XQSub_] UZbaeU`eUTQ^%aeU_c^
QSU^dT_c4i aeU Ucd TURUcUbd_T_ aeU9Y_c bbaeYUu%5_~U V^TU ce cUbbUSRYT_ S_] _\c_RZkd_c TUce VQ^_b% TURUcUbd_ aeU
9Y_c XQTucYVQT_ S_] _QS_~TNSW^TU\QcQfQSW^ 8_~bUc^U5d Q Ucd %uTUcUwQd%aeU U^dQ] Q^UdQTU XQRQbS_] _\c
X_] RbUc Ucd^QSU^dT`_`_baeU_c^cY^Sub_c% XQSub_] UZbaeU`eUTQ^%UfYU^dU] U^dU XQ e^Qce`_c6W^TU QVW^QfYd^T%e^
SUbd VQDT_ TU_ aeU Ucl fUdQTUbd] U^dU ReU^_4Qe^aeU^_fQdQ^UZ_c S_] _UdQTU TUcUQb D_baeUcY_c X_] RbUc XQSU^_ aeU
`eUTU^%Q] U^_c aeU ce XQSub_ %cU TU QVW^ ReU^`b^SY Y^T^`_c6W^ UZkS6Y_ TU S_bQ w^S^UbdY^SY^QSW^fYd^_c`_e^Q5d
TU\Qf_je^dT4`_b\ aeU ce XQSY^T_ aeU`eUTU^%u_c U^QVW^Q^`_U5d ^Ye^s^YU] UZbaeUcY^_X6Yb_~^Q^TU^Q^c^led^: ^
dQSQc_%_XQ R_~TQT] _bQ] sc`_cYf_ U^e^X_] RbUaeUXQSU_ aeU`eUTU^%aeU U^e^] _V_ TUfYU^d XQSY^T_ aeU`eUTU4
`_baeU\QcSW^~^XQSU] sc`_b^SUTU TU\QfYd^T3i ^_XQ ^Q^TU^dQcY^SUB^TQT TU: ^TUQf_eb% XQSY^T_ aeU`_TU] _c%aeU
TURUbd] _c XQSubQ] sc e^QbU5_] U^TQSW^QZcdU QVQ^_b`_cYf Qi \QcSU dQSW^% \QS_~TNSW^TUSeQaeYb^ bU] Y_ RU^U6Y_
bUQ%aeU^_XQSub^QTQ4`_bdQ^d Ue^_S_] _U d_c^~^Q^TU^W^Q%5_] _QSeQaeYbSUbd`_Uc_] _bQ_fQ_b

8_b\QbY^+9UQaeudQ] RY^~cUTUTEsU^%_XQ ^QTQaeU Q^QbU^U^QbQ w^i \Q^QdtkQ] Q TU\Qc S_cQc%_ aeU ZcdQ] U^dU^_c`eUTU
UfQbQTUbd] YQb%aeU9Y_c cY^TeTQ\UTQb_c] UTY_c^USucQbQ^`QdQ\QcQfQSW^% TU QVW^Q] Q^UdQe`_dQ_d bUdQfUdQTUbd
cQ^dTQT i \QfY^TUdub^QU^Uc`_QVQ^_c%aeU_c^cY^Sub_c #U^U cU^dT_ Q^UdY_b] U^dU U^Y^SQT_\$U^cec Ucl^Uj_c`QdQfUdW^QbQ
f_je^dT TU\Q9UTQT%`QdQ_S_] `QSub_%TU QSeUdt_ S_~ce \ej %QdQaeU`eUTQ^UcSQ QbTU ce Vddeb_ TUcS_~dU^d i \QYQ%_RdU^U^Q
V^SYQT U^U UcdQT_ Vddeb_%QdQf^t c TU ce VQ^_b

GUSSU^J >

@RUbQT TU\QY^TUW^SQ%_cu_~_Uc^USucQbQ^`QdQ\QfYd^T%Ud_S_] `UdQ] U^dY^S_~c^dU^dS_~U\Q4i dT_%QcUQfYd^_c_
_XQRd_c_ YSY^QSY_~Uc f^SY_cQ^%S_~c^dU^dUc S_~^Qc_~SY_~Uc TU\RUbQT i Q] Y^Q^Q: 6VW^SQ] _bQ^

Ge`_~Ube^Q\RUbQT TU\Qf_je^dT%Quc S_] _Qb Y^Q^_c XQRQbTU^cUQ^USucQbQ^`QdQ\QfYd^T i Uf^SY_%u_c] eSXQc] Q^UdQc S_~tdQbQc Q
cU^dT_ S_] x^

GY>TYW^SQ`UdU^USubQ\Q\RUbQT TU\Qf_je^dT%5_] _Qb Y^Q^_c ce`_~U^% aeU cUQ Ucl^SQ`QdQe^QcSSW^fYd^_cQ%
aeU cU bUQY QU^e^UcdQT_ TU\RUbQT%QaeU dQ] RY^~ce`_~U^4cU cW^U%aeU Ucl^SQ`QdQe^QcSSW^fYd^_cQ%aeU cU
bUQY QU^e^UcdQT_ TU YTYW^SQbi cYcU bUQY QU^e^UcdQT_ TU YTYW^SQ^U^d^~S^c%Y^TeTQ^aeU TURU bUQY QcU U^U
]_] U^d TU\QY^TYW^SQ M`_b\ aeU cU cW^U aeU U^V^TU\QfYd^T TU e^Q5d %u S_bQ w^TURUcUbbY^TYW^U^dU^U
]_] U^d TU\Q bUQY QSW^TU Ucl Q5d i U] sc YTYW^U^dU VU_ U S_bQ w^Ucd U^bUQSW^S_~U Q5d bUQY QT_%Q^d_] UZb4
`_baeU U Q5d cU UfQ QSQR_ S_~^dQ^d_] Q_bUc \Q\RUbQT^ oDUb_ Ucd Uc QVQ^Q^U Q\QfYd^TU\Q^QdtkQ] Q5 o: c QSU^dQRU
`QdQ\Qc^_SY_~Uc aeU \QXe] Q^YTQT U^d TQc \Qc t`_SQc dU^U^

TU\Qf_YbET%aeUcU U^SeU^dQT U^_ aeU Uc S_ ^dQT_ Q\QY^TU^S^Q^S^Sec_ U^Q d^TU^S^Q U^S^Y^S^Q^S^w^TUA S_bj w^Q\Q^Q^S^w^ f_YbE_cQ4i aeU SeQ^d_] sc V^U^U^Q\Y^S^Y^Q^S^w^%_b\ aeU U] sc Q^U^Q^T_ TU\Q\Y^TU^S^Q^S^w^U] sc f_YbE_c_ U S_bj w^% d^Q^d_] sc] U^d_b\ U Q^S^d aeU `b_ SUTUTU t^5 GYTURU] _c ce` _ ^Ub^Q S_ ^dQT_ TU\ aeU cU XQTU] _cdQT_ Q^d^c\$TU aeU `eUTU XQRube^Q^S^d TUf_je^dQT U^e^UcdQT_ TU Y^TU^S^Q^4`_bUZ] ` \ %c^d Q^S^d %Q^c^Q^R^U^B @Qf_je^dQT TU^d_bj Y^Q^dU `Q^Q` _ ^U^c^U^V^U^Q^TU e^UcdQT_ TU Y^TU^S^Q^S^w^% `Q^Q^T^Q^b^e^Q` _bU `^TU^b^Q^Y^ ^c^TU e^Q] Q^U^Q^4^Q S_ ^d^e^Q^S^w^%U^c^U^V^U^Q^U^` _b^S^Y^Y^c Q^b Y^Q^Q^c%aeU Ucd Q^S^d_ TU^d_bj Y^Q^S^w^TU\Qf_je^dQT U^c aeU c_ \ U^aeU\Qf_YbET S_ ^c^c^d^% _b^aeU Ucd c^w_ cU\U^f^Q^Q^S^Q^R^% Y^U^d^Q^c^Q] U^dU `U^b Q^U^S^U U^e^UcdQT_ TU Y^TU^S^Q^S^w^% Q^cU U^e^UcdQT_ TU\YRU^dQT3` Q^Q^SeQ^T_ e^Q^f^Uj aeU\Q] U^dU cU ` _ ^U^V^U^Q^TU ce U^ae^Y^R^b^%_aeU i Q^ _ U^c^d U^e^UcdQT_ d^Q U^c4i ` _b\ d^Q^d d^T_c \ c Q^S^d^c%aeU c^U^V^U^e^U^T^c` et c^% Q^d^U^T_ TU c^U^c^W^% eUTU^d^U^b^Q ^Q^b^Q^Uj Q ^YTU\Q f_YbET ^Y^f^S^U C^C^Y^Q S_c^Q^aeU `eUTU XQSub\Qf_je^dQT% Y^U^d^Q^c aeU d^T^Q^f^U^Q U^e^UcdQT_ TU Y^TU^S^Q^S^w^% ` _b\ d^Q^d TU\Q\YRU^dQT% i Q^c^U^Q^c^w_ `Q^Q^cec` U^TU^b^Q^Q^S^d^Q^S^w^% TU^d_bj Y^Q^b^Q^d] Q^b^U^Q^ce^Q^d U^S_ ^c^TU^b^Q^S^w^4^Q S_ ^d^e^Q^S^w^%U^c^d^TU^d_bj Y^Q^S^w^U^c aeU c_ \ U^aeU f_YbET S_ ^c^c^d^% ^ `b_ SUTubQ\Q^Q^S^w^U^T^c` et c TU\Q U^c^S^Q^Q^U^c V^U^Q^T^Q` _b S_ ^c^TU^b^Q^S^w^ D_b\ aeU c^U^V^U^S^%Q` Q^d^b^TU U^c^d^c `b^S^Y^Y^c%aeU d^T_ \ aeU cU XQSU^T^c` et c TU\Q] U^dU^% _b^SeQ^ae^U^b] UTY^%U^c e^Q^f^Uj V^U^Q^TU ce U^ae^Y^R^b^%_ce^U^TU e^Q Y^S^Y^Q^S^w^%_ dU^U ^Q^T^Q^TU\Q ^Q^b^Q^Uj Q^TU\Q f_YbET_ U^f^S^Y^% U^c T^W^_ TU ^Y^V^e^ _Se\` Q_ U^ V^Y` D^U^b^%S^w_ U^c S^Q^Q^d U^dU S_ ^dQT_ Q^U^c^d U^c^U^d^T_ e^Y^U^c^Q^TU\Q X^e] Q^Y^Q^T^% S_ ^Q^ ^S^w^aeU dU^U^TU Q^S^Y^U^c f_YbE_c^Q^c^Y^S^U^Q^d] U^dU E^e^U^c^%aeU `b_ SUTU^TU e^S_bj w^RY^U^T^c` e^U^c^d i RY^U^Y^S^Y^Q^T_4i SeQ^d_] sc V^U^U^U^% sc V^Z i TU^d_bj Y^Q^T_ %Q^ReU^Q^T^c` _c^S^w^TU S_bj w^%] Q _b^U^c^Q^c^Y^S^U^b^T^Q^TU\Q f_YbET^% ` _b\ d^Q^d_] sc TU ce f^U^b^T^Q^T i TU\Q^b^Q^Y^Q^T^ D^U^b^ c^Y^X^Q SeQ^ae^U^b^Q^S^d^%aeU cU^b^Q^Y^Q^U^e^U^c^UcdQT_ TU U^ae^Y^R^b^%_Q^d^b^j Q^f^U^Q^Y^] U^T^Q^d^d] U^dU TU `U^b^U^S^d^Y^TU^S^Q^i \Q^V^Q^T^Q^T TU S_bj w^%aeU ^ `eUTU ce^U^V^U^TU SeQ^ae^U^b ReU^` b^S^Y^Y^ _T^c` _c^S^w^U^U^S_bj w^4i %U^S_ ^c^U^S^e^U^S^Q^f^TU Q^S^e^U^T_ S_ ^U^c^U^d^T_ S_] x^% _dU^U^R_ ^T^Q^T^c^Y^S^U^Q^U^U^c^% aeU ^ _dU^U^Q^f_YbET TU S_bj w^U^U^U^c` D^Q^Q^d^U^b^e^S_bj w^f_YbE_c_ %U^c^d^U^b^e^S_bj w^aeU\Q^f_ b^U^S^U^Q^f_YbET^% U^c Q^d Y^Q^R^U S_ ^t^i^% ^ _e^ _ U^b^U^S^d^d] U^dU V^U_ U^Y^TU^S^Q^S^w^d^U^c^U^c^ U^S^d^ M^P^Q^TU] sc %Q^c^Q^S^Y^U^c aeU cU^b^Q^Y^Q^U^e^U^c^UcdQT_ TU Y^TU^S^Q^S^w^%_ aeU ce^U^V^U^Y^] U^T^Q^d^d] U^dU V^U^Q^TU e^UcdQT_ d^Q^% _ `eUTU c^U^b^f_YbE_c_ % _b^aeU^% _b^Q^ce` _c^S^w^%aeU ^ _U^c^d^TU^d_bj Y^Q^T^c` _b SeQ^ae^U^b^U^U^S^w^Q^d^U^b^b D_b^aeU c^Y^ _Q^d^U^b^b^U^U^S^w^%U^d^ ^S^U^c^Q^ _S^w^Y^d^U^f^U^U^U^d^U^U^Q^S^d i U^UcdQT_ TU Y^TU^S^Q^S^w^Q^U^SeQ^U^c S_ ^dQT_ Q^Q^ce` _c^S^w^TU Q^S^d aeU ce^U^V^U^Y^] U^T^Q^d^d] U^dU TU\Q\Y^TU^S^Q^S^w^Q^ D^U^b^ Q^aeU\c Q^S^d^c aeU ^ _U^c^d^TU^d_bj Y^Q^T^c` _b^Q^U^U^S^w^Q^d^U^b^b^% _ `eUTU^c^U^b^f_YbE_c_ _f^S^Y^c_ % _b` b^S^Y^Y^c Q^b Y^Q^Q^c^% _b^aeU ^ _U^c^d^TU^d_bj Y^Q^T^c` _b^Q^f_je^dQT` 9U] _T_ aeU ^Ye^Q^V^b^j Q^%Y^ _d^% eUTU^c^U^b^SeQ^U^c^ae^U^Q^Q^S^Y^U^c f_YbE_c_c_ f^S^Y^c_c^%f^TU Q^S^e^U^T_ S_ ^U^c^ _b^S^Y^Y^c^ G^Y^Q^Q^S^w^c^U^TU^d_bj Y^Q^S^ _be^Q^S^d Q^d^U^b^b^TU U^U^S^w^%aeU ^ `eUTU c^U^b^f_YbE_c_4` _b^aeU\Q^Q^S^w^ ^ cU^b^Q^Y^Q^U^e^U^c^UcdQT_ TU Y^TU^S^Q^S^w^% ^Y^ce^U^V^U^Y^] U^T^Q^d^d] U^dU TU d^Q U^c^dQT_4i ` _b^U^c^ _c^U^X^Q^S^U^U^e^U^c^UcdQT_ TU\YRU^dQT^G^Y^Q^Q^S^w^ ^cU` eUTU TU^d_bj Y^Q^b` _be^Q^S^d Q^d^U^b^b^TU U^U^S^w^%U^d^ ^S^U^c^ _ `eUTU c^U^b^f_YbE_c_4` _b^aeU U^d^ ^S^U^c^Q^f_je^dQT ^ _U^c^Q^e^d^TU^d_bj Y^Q^T_ U^U^] Y^] _`6^c^uaeU U^c^d X^U^S^X_ S^Y^U^d^%aeU ^Y^f_YbET ^Y^f^S^U aeU cU` eUTU U^S_ ^dQT^U^SeQ^ae^U^b^e^V^Q^b^U^U^e^Y^U^c_

D_b_dQ` Q^d^U^%aeU U^c ^U^S^U^Q^Y^ `Q^Q^e^Q^Q^S^w^f_YbE_c_ aeU^b^Q^Y^Q^c^U^U^e^U^c^UcdQT_ TU Y^TU^S^Q^S^w^%R^Q^Z_ e^Q^ ^S^w^TU aeU U^c^U^c^U^e^U^c^UcdQT_ TU\YRU^dQT^U^c S_ ^dQT_ Q^c^U^d^T_ S_] x^4i Q^aeU U^c e^T^N^S^d^T_ TU^c^U^d^T_ S_] x^%aeU\Q\Y^TU^S^Q^S^w^U^c^U^U^U^` eS^X_c S^Q^c^c^%U^c^f^S^Y^c_ % _b\ d^Q^d U^e^Q^d V^U^Q^T` 8_] _c^Y^SeQ^T_f^U^Q] Y^f^U^S^ _e^Q^ Y^V^ S^U^S^Q^` % aeU dU^U^U^U^] sc Q^d V^U^Q^T_] U^b^U^T_ TU] U^U^U^Q^Q^V^e^c^d^Q^U^h^d^U] Q^%] _b` U^b^U^S^U^U^SeU^U^b^ e^Q^Y^TU^S^Q^S^w^U^`] Y^S_bj w^S_ ^U^c^ U^S^d_ Q^SeQ^ae^U^b S_c^Q

`b`eUcd`_bXQSub^aeU`eUT`XQSubv6S\ U^dU%QdQce QYfY' 6cuaeUcYXQ^ aeU] U`b`ec_ U^R\QcV\] Yc S`^dQ9Y`c%
_] QdQbQ] Y`QTbU%_XQSubY^e] UbQRUc_dQc S_cQc^aeU`_ThQ^cUb] U^SY`QT_c4\QYTYWbU^SQ%_be^]_] U^d`%UbbQ
] ei f^SY`cQi f^Y

Mcu`eUTU_RcUfQb^QTU] sc^aeUQce`_~UbUcd\VRubQT TU\QYTYWbU^SQ UeU^SQ`QdQ\QfY^eT i U f^SY`%Tcd^ei U\QWbQ^
TYWbU^SQ TU WbQT_c TU\QSe\ QRYQT TU TYWbU^dUc TU\Y`c% cU\UfQ\Q Qb SYQT TU\Qc Y^aeYQTUc] sc QR_] YQRU\%_bR\U4S_] _ U
QTe\duY`%QRUcdQYQT%U QcUcYQd`%U6ZbY`%R\QcV\] YQ% S`D`baeU^TU QSeUbT`S`^Ucd`c`b^SY`c%`XQ`Y^V^TQv`U^QRc`led`
U^dU^b\Q] U^dU^e^bQ^SY`TU`UbU5QYTYWbU^SQ S`^bUc`U5d` Q Ucd`c TU\Y`c4Uc] sc%Uc QRc`ledQ] U^dU`^USUcQbY`QdQSeQaeYb
f^eT U^UfYQb`c% f^SY U^XQSubQc`G^U] RQbW`%QdQaeU\Q] U^dU Ucd`U^e^UcdQT`TU YTYWbU^SQ S`^bUc`U5d` Q U\`c%Uc UcdQb
Q\QT`TU XQSubQc3U^d`^SUC Ue Y^Y^Qd] U^dU SUBQ TU\Q UUSSW^% QcuS_] UbbU\XUSX`%_baeU U\UaeYRbY`Uc U\cY^eU^d`Qc`Qe^
WbQT`TU`bU`^TUcdY`^4i e^`%R^Sec`U] sc] U^Y`_WbQT`TU`bU`^TUcdY`^#5`^cYUcdQ^T`d`TQc`Qc S`cQc\$Uc`Q U USSW^`M`^
cw`_Ucd`%Y`_`b\Qf`_je^dT TU UcdQbU^e^UcdQT`TU UaeYRbY`_UbU5d`S`^bUc`U5d` Q Ucd`dY`_TU TU\Y`c%Uc`QdQaeU\Q] U^dU Ucd`
U^e^UcdQT`dQ^aeU cuQ\U^`TU`_cY^YTQTUc`QdQ U UbbS_] _`QdQbUSXQ Qb`c% QdQXQSubS_] _] YQb`c`M cY^eUcdQc] U^dUc
TURU^UcdQbU^e^UcdQT`dQ^aeU Uc`_] sc SUBQ`_cY^U U UbbS_] _`^UQcU^% U^QaeU cu TURU`_b`^USUcYQT^TU QSeUbT`S`^Q
^QdQbQ] Q TU\Qc S`cQc`UcdQ`^b`U^c`c QS_] UbbU\`c%QaeU cu QRcdU^WQ`TU U\`c4oTw`TU Ucd`Q Qb SYQT ce`Ubb`TU\Q
U USSW^`i \QS_] Y^W`TU U\`c5 M cY`XQ`TQv`U^Q WbUeU^SQ TU UcdQbU^dU UcdQT`%T`^TU U^Q`b`RQR^YTQT TU XQSubS_] _Q
d`UbbQ`SQc`^UHQ5d] U^dU Y^eQUC`U^YcdU`T`e^UaeYRbY`%`_] sc dU`TU`SQ Qe^`aeU U\`d`4U^d`^SUC^TU QSeUbT`Q\Q`QdQbQ] Q
i \Qc`U\ Uc TU e^QS`^dUW`SQ dQ`%U`eUTU Uc`UcdQ`%_] _e^Q`S`^cUSeU^SQ Y^UfYQbU TU e^QTY`_cY^W`TU S`cQc^aeU TURU] _c
U UbbQ`c S`^Q WbUeU^SQ aeU bUSXQ Qb`c3aeU TURUbbQ WU`UbQ] U^dU dU`SQ UeU Uc`^USUcQbY`%QaeU\Q Y^eQTQT U^U UbbQ`Uc`Q
S`^cUSeU^SQ`QdQbQ TU\Q Y^eQTQT TU\Q dU`TU`SQ TU\Q SQecQ`_TU UcdQT`Q^dUSUTU^dU TU S`cQc TU\Qc aeU cebW U UbbQ`^oD`b
aet`U^d`^SUC TURUbbQ] _c`UbbQ`U^SUCY`Q] U^dU\QSe\`Q^eY`XQSU SQbS

: c UfYU^dU TU] eSXQc] Q^UcQ^aeU U UcaeU] Q Qb Y^Q`_TU\Q\VRubQT Ue d`Q] U^dU YS_] `QdR\US`^U cubTU SeQaeYbS`cQc dUc
S_] _SeQaeYbQ TU`c XsR\Y`c`_TY`_cY`^Uc f^e`cQc`f^SY`cQc`G^Q\VRubQT TU YTYWbU^SQ cuQ UeU^SQ`QdQ\Q QW^SQ] _bQ`%
U^d`^SUC`^`eUTU XQRub`Y^e`QfY^eT U^SeQaeYbYSYQSY`^Uc XQR^eQUC TU S`bQ w4aeUc`^S`^dQbQc Q\Q YTYWbU^SQ W^Y`^YbQbU^
ce`QdQbQ] Q\Q] Y] QTUcd^SSW^`i \Q U^SecW`TU\Q] Y] Q Ge`_`U^`QTQ`eUTU cubfY^e`c`_U^U aeU cu UbbQ`Y^e`Q\VRubQT4`Ub
`QRcebT`Uc aeU`QdQ XQRbQ TU UbbQ`Sub`YTYWbU^SQ RQ`cUcW`i`bU`^TUcdY`^

Mcy`_TubTU Qed`TudUj YQSW`U^U cubS`^USUcQbY`_] _bQ 6WU^SQ`Q QQRQ`Q`Q`Q Se\`Q` S`U^d`^SUC`QTQXUSX`_`b\Qf`_je^dT
`eUTU cubSeQaeYb] sc`QRU`_SU`cebQRIU^TU\Q] UT^TQ U^aeU\Qf`_je^dT cu] eUfU`%URQ`Q`SUM`% cuTudUj YQ`_bcu] Y] _`%
Yc UeSQQc S`^f`UbbT`c`_`bU`_`Tubc`RUbQ`_TU\Qf`_je^dT dU`U`c`RdUcu] Y] _`M`_`b\`dQ`d`Qf`_je^dT`_TURU UcdQbUeUQ TU
ce UaeYRbY`%bU`^TUcdY`^`_TURU cubTudUj YQTQi UbbQ`Q`Q`dUc TU] Q`4i QcuU Q5d`TU Qed`TudUj YQSW`TU`_`bUfYcd`6cu
Q`QdUSU TU`dQ] Q`UcdQ^aeU U`cUcW`XQR^eQ Uc YS_] `QdR\US`^aeU\Q\VRubQT^aeU Qb Y^Q`_c ce`_`U aeU cub`^USUcQbY`f^eT`_
U f^SY`4i`_`aeU cuTUTEsU^aeU U`b`Y`cUcW`XQR^eQ`^`eUTU cubfY^e`c`_`f^SY`c`_`

@] Y] _`cuTuc`bU`TU TU ceT`Sdb`Q`SUBSQ TU\Q`^USUcYQT TU`S`_`^eYdU^SQ S`^`@RUd`%QQRQ`Q`Q` U`c`bUSY`% S`BY^e`^`eUTU
^UQb^aeU U`cUcW`i \QYSYQSW`^eUTU cubdQ`^eUbbS_] _`QdQ cubYf`U^SRU`%`_`TUZb`Y^e`Q`_`cY^YTQT TU TudUj YQb\Q
f`_je^dT S`^dQbQ Q U\Q4i QcucubQdU`TY`_S`^Q`^USUcYQT`

QdV5U4_ \QR_ ^TQT i \QTe\ ebQTU\c \Ved_c TUe^ZbT^c_ ^fYbTuc] _bQuc%eY^T_ \c UW5d_c TU\c Q5d_c \VRuc i \VUc TU ZbT^ub_ ' GYQ
VRUBQT cuQQRc_ \edQ] U^du ^USucQbQ_ QdQ\Q] _bQYQT TU\Qc Q5SY ^uc% \Q ^USucYQT d_dQ] U^du YS_] ^QdRU S_ ^U\Q%_] _ Qd Y^Q^c Y^c^du^
U^VbQ] U^TQ4U^d ^Suc ^_ XQ_ UW5d_c ^USucQbQ_ U^QRc_ \ed %T UzbaeU\Q SQecQ cuQ ^e^SQ dQ^ ReU^_] Q_ % eUTU clubfYbT_c_ _ fSY_c_ 4
^Ub_ \QfYbT_ U\ fSY TURUclubcw_ U^Q SQecQ\VRU 6VbQTQRU] U^du Q\Ucd %\A 9B K XdRi ce` _ ^U^Q ^USucYQT TU aeU Qc^du Q\c XsRYd_c
ReU^_ c i] Q_c TU\c cQ^d_c U^U\ SQA_ % S_ ^TU^QT_c U^U\ Y^Ub^_ %aeUc_ ^\QS_ ^cUSeU^SQ TU cec Q5d_c \VRuc U^ce UcdQT_ TU\VRUBQT
S_ ^TbSY ^Q%_ _c_ ^bU5_] ^U^cQRU_ SQcdWQT_ : ^VU^ubQ% QbU5P^aeU cYQc ^_SY ^uc TU Qd Y^Q^c bUQd^_c Q\Q\VRUBQT i \Q QW^SQ] _bQ club
fUdQT% Q QcUWbY%aeU ^_ XQ_ fYbT U^SeQaeYubQTU Ucd_c XsRYd_c_ SeQYQTuc S_] _ \QXe\ YQT^%Q] Q^cUTE\ RbU^Q^ Q5U^SQ^Q^ YUTQT^%Q
WbQd^T^%Q WU^ub_c YQT^%T U^c^ d^b^e SUUcdQ4^QTQ U^QRc_ \ed T^W_ TU U\ W_ U^U\ Q\ _bTU 8b^d_ ^_bU^SY\ Q TU ^QTb] Q^Tb^Uc_ ^cQU XZ^c%
_ ^eUcdQ^ _b_ ^QfYQ4_ TU ^QSubU^Q cQ^dTQT^%Q] RbU i cUT TU\Q Zcd^SQ^%A Q\ _bQ\c U^U\ W^c% QRU^Uf_ \U^SQe ^YU^c Q\QXe\ Q^TQT^%Q
^_b_d_ \QT_%_ XQ_ ^QTQ U^QRc_ \ed fSY_c_ % T^W_ TU] U^c^ bU5^%U^Q] sc cWbT^Q^RucdQ% Q^W^%T^QRW5_ ^Q^4U^clubTUc QWQTU5T^Q%
^b^Q^_%QRYbQ] U^du T^QbQ9Y_c% \Qc S_cQc cQWQTQc i cQ^d^c_4 _U^club] sc dQ5Y ^Ub_ %Y^Y^Y_c_ i SteU XQSQ\c X_] RbU^ D_b^d^TQc UcdQc
S_cQc_c_ ^T^c_ ^cSY ^uc U^SY^QSY ^uc TU S_bQ w^ M^%U^T^W^d^Q^%_ XQ_ dQ S_cQ S_] _ e^Q SeQYQT fYbT_c_ _ fSY_c_ TU\Q] U^du XQ_ dQ
S_cQ S_] ^fYbT YXU^b^U] \Q cQ^dTQT% U\ fSY i U^ ^USQT_ 4i U] sc VebU U^c XsRYd_c_ T^c_ ^cSY ^uc c_ % aeUc \Q club\Q] QT_ fYbT_c_
i fSY_c_ %SeQ^d] sc \Uzc Ucd ^TU clubQ^ UW5d^ Q\ U^du U\c TUC_c TU\c X_] RbU^] sc fY\U^d^c% sc WQce _b^% \Q U^fY^Q^%WbQd^T i
] Q\SQ^eY^T_ U] sc c_ ^aeU TU clubSU^c^bQRU GYXQ e^X_] RbU aeU_ ^bcec ^b_ ^Yc Q5d_c bU U^dT_c% ^_bSeQaeYub_d_] UTY ^%Q\UWQT_ Q
clubTU\Q T^c_ ^cSYw^] sc Y^Ub^Q^TucU^c UcdQT] U^du YSYQT_ Q dQd^bQ cec fU5^_c S_ ^Y^Zb^ec ^Ucc^%A TUC^ bU5_ i \Q] Q^W^YQT4SeQ^d] sc
cUTURU^ ^b^ fU^b^TU SeQaeYubT^c_ ^cSYw^ Q Ucd^bU^ ZQT_ S_ ^t^% U^_] sc] U^Y_ Q U5XQ U\Q Se\ Q 6cuaeU% _bU S_ ^dQY^%YXQ e^Q
^Uc_ ^Q^aeU U^c] sc TUe^U^SU^du U^c^ d^b^e %\cU YSY^Q VebU] U^du Q\Qc Q5SY ^uc] sc Q\ QRuc^Q^T] YQRU] U^du] Q^c_c^RU^f_ _% S^ _b
^_ dQ^d_ U^c] sc aeU TU SeQaeYubS_cQ_ bU5_] ^U^cQRU U^S_] \QRU : ^QaeU\c ^b^SY^c^%A X_] RbU^?UceSb^d_ UcdQ^Q] ei \Uzc TU club
] Ubd^bY ^_ QdQ\c Q5d_c TU\Qc Q^dTQT i \QR_ ^TQT aeU \Uf Q QSQ^ %UbVebU U^ce S_bQ w^UcdQc ^b_ ^U^cY ^uc M^%_ RbU d_T_ %A 9Y_c
Y^Y^dQ] U^du cQ^d i \U^_ TU WbQSQ U^c Y^Y^dQ] U^du QUZQT_ TU SeQaeYubS_cQ\ QRU^eY^T_ Y^Y^dQ] U^du VebU cec ReU^Qc YSY^QSY ^uc% aeU%
^_b\ dQ^d^%Q\Q T^cd^SQ] shY Q^ _c^RU TU Ucd^bU^ VRUBQT M U^d_T_c\c SQc_c% sc VebU U^c ^Qc YSY^QSY ^uc TU SeQaeYubQ Ucd Q\Q
fYbT% SeQ^d] sc _ Q\ Q^% U^c fYbT_c_ % SeQ^d] sc Q\ Q^Q] Q^TQT% U^c fSY_c_ aeU QW^&YUcdQc S_cQc Ucd ^TU QSeU^T_ S_ ^Q
: cSb^bQ^aeU SQTQ Sb^dQ^_% SQTQ X_] RbU aeU XQ \U^T_ \Q 7^YQ^Z^U 3i cYUcd ^TU QSeU^T_ S_ ^U cU^dT_ S_] x^%aeU SQTQe^_ TU\c Z^U5Uc%
aeU dU^U U^du T^Y_ Y^d_ Xe\ Q^_ U^U\ UZbSY^' U\ X_] RbU^?UceSb^d_ %UcdQ^Q] ei \Uzc TU club] Ubd^bY ^_ QdQ\c Q5d_c TU\Qc Q^dTQT i \QR_ ^TQT
aeU \Uf Q QSQ^ %UcdQc ^b_ ^U^cY ^uc cU^T_ VebU U^ce S_bQ w^ M^%_ RbU d_T_ %A 9Y_c Y^Y^dQ] U^du cQ^d i \U^_ TU WbQSQ U^c Y^Y^dQ] U^du
QUZQT_ TU SeQaeYubS_cQ\ QRU^eY^T_ Y^Y^dQ] U^du VebU cec ReU^Qc YSY^QSY ^uc% aeU% _b\ dQ^d^%Q\Q T^cd^SQ] shY Q^ _c^RU TU Ucd^b
U^ VRUBQT M U^d_T_c\c SQc_c% sc VebU U^c ^Qc YSY^QSY ^uc TU SeQaeYubQ Ucd Q\Q fYbT% SeQ^d] sc _ Q\ Q^% U^c fYbT_c_ %
SeQ^d] sc Q\ Q^Q] Q^TQT% U^c fSY_c_ aeU QW^&YUcdQc S_cQc Ucd ^TU QSeU^T_ S_ ^Q: cSb^bQ^aeU SQTQ Sb^dQ^_% SQTQ X_] RbU aeU XQ
\U^T_ \Q 7^YQ^Z^U 3i cYUcd ^TU QSeU^T_ S_ ^U cU^dT_ S_] x^%aeU SQTQe^_ TU\c Z^U5Uc%aeU dU^U U^du T^Y_ Y^d_ Xe\ Q^_ U^U\ UZbSY^' U\
X_] RbU^?UceSb^d_ %UcdQ^Q] ei \Uzc TU club] Ubd^bY ^_ QdQ\c Q5d_c TU\Qc Q^dTQT i \QR_ ^TQT aeU \Uf Q QSQ^ %UcdQc ^b_ ^U^cY ^uc cU^T_ VebU
U^ce S_bQ w^ M^%_ RbU d_T_ %A 9Y_c Y^Y^dQ] U^du cQ^d i \U^_ TU WbQSQ U^c Y^Y^dQ] U^du QUZQT_ TU SeQaeYubS_cQ\ QRU^eY^T_ Y^Y^dQ] U^du
VebU cec ReU^Qc YSY^QSY ^uc% aeU% _b\ dQ^d^%Q\Q T^cd^SQ] shY Q^ _c^RU TU Ucd^bU^ VRUBQT M U^d_T_c\c SQc_c% sc VebU U^c ^Qc
YSY^QSY ^uc TU SeQaeYubQ Ucd Q\Q fYbT% SeQ^d] sc _ Q\ Q^% U^c fYbT_c_ % SeQ^d] sc Q\ Q^Q] Q^TQT% U^c fSY_c_ aeU QW^&YUcdQc S_cQc Ucd ^TU QSeU^T_ S_ ^Q
M^%YcUWbY_ _c Ucd_c ^b^SY^c^%Q\QdU] _c aeU fYbT i U\ fSY Ucd ^d_dQ] U^du U^S^eY^T_c TU] e^T_ 4i aeU ^e^SQ XeR_ %Y^e^SQ
^eUTUclub^SeQaeYubS_cQ dQ S_] _ e^Q_ \Q_ dQ^i Q cuQ U^9Y_c%_c s^VWUc% _\c X_] RbU^ B_ ^b_ ^U^cW^%T^c_ ^cSYw^ XsRYd
^eUTUclubfYbT_c_ _ fSY_c_ %_] _cU XQ] _cdQT_ 4i QaeU^Q] UTYQT U^aeU dU^U^eVQb^Tucd^bQ\VRUBQT TU\Qf_!e^dT^%A
V^e^TQ] U^d_ TU d_TQ\Q QW^SQ] _bQ% U^S^eYbQ d_TQ\Q SQ^ QSYQT TU SeQaeYubQTU fYbT_ U\ fSY^' &M^cY\c XsRYd_c i
T^c_ ^cSY ^uc] Y_] _c ^_ cuQ^ ^YfYbT_c_ fSY_c_ %Q] ^_ S_ U\ UZbSY TU UcdQc T^c_ ^cSY ^uc U^c Qc^b^ QdQ U\ UZbSY TU clUW_ ^_
U^c U\ UZbSY TU\Q VRUf_!e^dT TU Qed^T U^du Y^QSW^% ^_b\ dQ^d_ ^_ XQ_ UZbSY TU\Q VRUBQT U^t^: ^S_ ^cUSeU^SQ^
^Y^V^X_] RbU U^c fYbT_c_ _ fSY_c_ % Q cuQ U^clubRXU^_] Q\ T^c^ eUcd^%Y

U\QcQScQSWrTUeQTYc`_c5WReUr`_] Q` McyUcdUcUW`_ Tc`_c5WrcUQrXQRybQu`_ ^eYuc aeUUhYdU%Ub_e^`_] Urd`
QndUcTUaeUUAQsd`TU\Qf`_le`QrT`aeUUtUAUWsd`TU\Q] Yc` Q%`_ QduQUA SQc`_W`SeQrd`QIQ`^UsucYrQT`TUUAUWsd`_C cY`_XQ`
TYc`_c5W`QndUyb`bU`QRc`led`%QcUQXQRybQ`_Uc`_tsT5`_aeUTUduj`YQUAQsd`%Urd`^Suc`^_Uc`e`QUUWSSW`aeUTUduj`YQaeU`_b`
_dnd`^cU`dQQTUe`Q`S`_rYUW`SQ`aeUceSUTUQX`_] Rdu`aeUcebuWUTU\Q`^QTQu`rT4i`Uc`^UsucQY`%5`_]`QSeQaeUybYSYrQSW`_IQ`
UWSSW`TUce4i`%_b`_dnd`%eUTUXQSubaeU`^_`cUQ\Q] UZb`_`U`b4`_sc aeUe`str`_Uc`_UZbaeU`_d`c`str`_Uc`%QaeU`S`^`_] sc`
WUSeU`SQ`_Qc`Q`Cub`Ye`_] YrQTQ`c`RU`_`_be`^beYUw`b4`_e`Q`b`SQ`_] sc`f`SY`cQaeU`_d`Q`b`SQ`%TUYr`_Qcub`YndUc`TUSQc`SQRU`XQ`
Setib`] sc`Q`] UreT`_aeUdu`Qb`_`bU\Q`6cYaeU%aeU`^`_XQ`f`UeT`Yf`SY`_U`ReUr`Qc`_] QQc`TYc`_c5Y`_Uc`%QcUQ`VZ`c`_d`Q`c`d`bY`c4`
Y`Y`V`e`Q`f`UeT`_U`f`SY`_U`IQ`QScQSWrTUSeQaeUybReUr`Q`_] QQYSYrQSW`QndUyb`b4`Yc`_]`_S`_Y`V`e`Q`f`UeT`_U`f`SY`_U`IQ`
QScQSWrU`ce`d`Q`YrQT`i`cY`Y`V`e`Q`YSYrQSW`QndUyb`b`9w`TU`eUc`%UJ`_c`TU`US`_`d`Q`b`Uc`QSY`_`Q`Q`f`UeT`_U`f`SY`5`

GUSSY[^]J ➤

```
^_SY~!t: dH Y^Q^C TU\QQU^SQ] _!Q YS_] `QdR!t S_ ^d TQ\QY^!e!r^SQTU] _d! _! QYTeSSu^% QcUQU^f!e_c_c
_QSY~!t: f!SY c_!
```

8_] _ ^SY`Uc Qd Y`Q`C TU UcQ\RUUQT aeU Uc Ue`SQ` QdQ\Qf Y`T U`fSY`% ^YS_] `QdRUc S`^UcU`dT S_] x`%U`ce
cUoYS_] `QdRUc S`^dT_c\cXsRY`ci Tc`_cSY`Uc f Y`T_cQc`_fSY`cQ4`_b_ aeUXQ] U`_cYS_] `QdRUc S`^dTQ\QY`WeU`SQ
TU\c_] `dT_c TU] _bQ QdY`c`SHQ Y`WeU`SQ Y`WeQ] U`U`S`_`dQ QaeU\Qc` ^SY`Uc TU\RUUQT`Qd` cYXERYU`% Wf`Q Q Qd` TU
U`USSW`e`Q` W` _`TUQ`SQ TU\Q Y`SY`QSW`% e`Q` W` _`TUQ`SQ TU Uc`Qc SYSe`cd`SQ`% c SeqUc dU`U`e`Q dU`TU`SQ Q
] _fub\Q Y`SY`QSW` M`TU XUSX`% U`dQ`Q TU\Q] Yc] QS`cQTUS`%Qc SYSe`cd`SQ` TU\Q] U`U`c`^dUc aeU dU`TU`Q
RQ`S`Uc U`i W`Qc`ce Y`SY`QSW` TU e`Q] Q`Uc`aeU Uc`_] Yc] _`QTUS`%Q Y`SY`QSW` TU\Q] U`U`S`_] _`TUQZ` dUc
SYSe`cd`SQ`% dU`TU Uc`Q] Q`UcQ

C cYQWe`^`YncQaeU] scQ' b` QT_ TUS%aeU_c] _df_c ^` QduQrQYSYQSW% TQe`clW_ ^u_ QIQ] Urd%_ QduQs UaSQc_ %^`SeQnd_ QIQ' bukUrdUTcSecW` D_ baeUcYA_ df_c _` UoQ`TQT_ QIQ] Urd e`QYSYQSW% ^rd` ^Suk U_ c _` UoQ`] UNQrdU] QUTcdessW` TU] QY`TUW`SQ TU] Q] Urd% _` ^Y`T_ _ RQZ e`clW` DUB` `QdXQSubUcd` %Uc TukdeWbQ \RUQT 6b] YQ`Q3^` cu`dQQTUTUQbQf_ le`QT TUce` b` `YQed`TUDUj YQSW% Ub_ Q_ _ `W_ U`U` _` TubTUQW_ UndurcUS_ %aeU` _` UoQc_ RbU UQc%U RQQ`SUQI` TUDUj YQaeU% bUfYQce` b` `YQTUDUj YQSW` 6cuaeU_ aeUcuXQSU TUC TU] _df_% _` eUTUaeUcuQfY`c _` fSYc` ' 6TU] sc%Y_ c Qsd`c TU] Qf_ le`QT c` ^`U`SQT_c` _` bA_df_c%_ c] _df_c c` ^`Qc SQecQc TU_ c Qsd`c TU] Q4_ aeU XQSU aeU_c Qsd`c TU] Qf_ le`QT ^`USUcQbQ4S] _` UWSd`c cW`eU` ^`SUCbQQ] UrdUQ UWSU`SQ TU] QSQecQ M`cYQY`W`eU`SQi U` _` TubTU] _df_ XQSU aeU] Qf_ le`QT ^` ^rd` ^`Suk QY`W`eU`SQ TU] _df_ TUDUj YQ] Qf_ le`QT% i Qf_ le`QT ^` TUDUj YQU`cu4i _` bQrd` ^` Ucd` \RUW` ^`U`cu`QT_ TUQj YQ`c`%5] _` cuXQU`WQ`] UTUQaeUcu] eUcdQ`%i _` bS` ^`W`eU`U` ^` eUTUcub`YfY`c _` YfSYc` '

@ce`_c5w^TUaeUi QcUXQTQT_ SeU^dTUaeUe^QUfQYw^rceV5U^dU^_d_c SQc_c%UoQ%TU MeQ] Q^UoQ%
Y `UadrU^dQUVQT_ U^Ucd SQc_4QcQRUk%Qce`_c5w^TUaeU\QVRUdQT S_^cyd^U^e^`_TubTUcec^ U^cYw^TU Q55w^
`QdU^ BUUdU% ^U V^TUTURUk5w^ GYXQ aeUTUSB%

6e^aeUc S\Ud] aeU\Qf_je^dT Ucd RQZ e^Q^USucYTQT TU\X\Q] Urd\%W%U^T_ U] _df_] sc V\UdU4c^U] RQbW_%eUTU%_bU
]] Urd_%QcdU^UcdTU QScbCbC_RBU U] _df_ `BucUrdT_%XcdQaeUcUXQ`b_TeSYT_`_`_te^YTQT QV^T_` QdQS_~cYTUcd_% S_] `QdQbce
`Uc_ BUQ S_ ^U] tbd_ TU_d_c] _df_c' 8_`rkd_ TU\QcW%Urd] Q^Ud3

6aeuTU ^eUf_%eUTURU BU S_bTQb%aeUcYTUdU] YQ^T_ TU Ucd] _T_ Qcec` U^Tubi S_~cYTUcdQ%UbaeU QScd_ TU\Qf_je^dT%U^U aeU\Q
VRUBDT c_\ cuUZUSUPQS_~dreQSW%U^UcdUdTQfYteT i f^SUTURU S_~cYcdB4i \c QScd_c aeUcW%U^Q UcdQS_~cYTUcdQSW% aeUc_ ^
\c UUSd_c TU\Q] Y] Q%U^T_ ^USucQbY_%_c_ ^] sc fYte_c_ f^SY_c_ aeU QW^_c QS_~dUS] Yrd_c ReU^_c_] Q_c%aeUceSUTU^
SeQ^T_ Ucd^T_b] Y^_c% c_ ^\Qc S_~cUSeU^SQc TU\ aeUXSYU^SeQ^T_ Ucd^Tuc`YUd]' D_b\ d^rd_% U^ecQdQ_RcUfCbQaeUT_c
S_cQc3

*' Ge`_~UbaeUdTQfYteT i U f^SY%U^dT_c\c SQc_c%~cYcdU U^TUdU] YQb%eYd] QbdU] ` _` QdQce
UhQ] U^_ ^_%_ Uc QSU dR\U` QdQ U cUrdT_ S_] x^% QdQ^TU QSeUbt_ S_ ^UcdQce`_cSYW%_c Sb] U^Uc
] sc X_ bR\Uc^U QTeUdUy`QcUcYQd_%_T_] UQ^QRIQcW] YQ% S_ ^_ TU_dT_ S_~cYcdU U^QX_ bR\U ^QdbQUJ Q
TU\Qc S_cQc] Y] Qc%eY_ cW_ U^U TUcSeY^ TU e^UhQ] U^QV^T_ Q^dk TUaeUcUS_] UcdU_~^aeU dQUce
cQVQ Qe^` UaeUw_ TUdQU^% XQSUaeUdT_c\c T UYd_c W%QUc' GYcUT^S\U^aeU U QRO^T_ ^_ TU
S_~cYTUcdQSW%SeQ^T_ cu`b`_~U^dQUc] QUc Qb_Suc QIQ UAUSSW%Uc `U_baeU U^_d_c SQc_c3S_~rkd_%
Ucd_ Uc YS_~cYcdUrd%QaeUce`_~U\Q] Y] QS_cQaeUcUQ^aeU^Q] Y] _dU] `_%Uc ce`_~UaeU ^_ cUts4
ce`_~UdT_] Q] _bQ%QdTQ] QTQT i `UfUcdYTQT%_ S_~cYcdUcY] `U] UrdU U^QVQdTU S_~cYTUcdQSW^

+ GY^UcdQcU^aeUdTQfYteT i U f^SY%U^dT_c\c SQc_c%~cYcdUcW_ U^U QScd_ TU\Qf_je^dT%_ ^\ aeUTUdU] YQcYcUTURU
S_~cYTUcdQ_ ^_%_ QdUdQU U SQc_ U^_] sc] U^Y_ %QaeUXQcdU^`BucUrd QbW% Urd ` DQdQX^U^Ucd QScd_ TU\Qf_je^dT U^
UcdTUdU] YQSW%aeU Uc YTeSYTQ`_bQVX^` _df_% cW%U^USucQbQ] UrdU] _df_] sc V\UdU4i dQ] RY^Uc_ Uc ^USucQbQ] UrdU%
YSec_ U^UcU QScd_ U^U aeUc_\ Uc i QcUQfYte_c_ f^SY_c_'

I ^Q S_cQ] sc aeU_RcUfCbQ^U^BUQSW^S_ ^\QYS_~cYcdU^SQ TU\Qc ^SY^Uc TU Qd] YQ^Qc 6WU^SQ] _bQ S_ ^\QY^UeU^SQ TUA_d^Uc^&
ce`_~W_ aeU ^YV^_ ^eUTU ^UWQb%aeU Uc`_cYRUaeU dQUc] _df_c`_Tub_c_c` QdUcdRUsubQ^Uc TU\Q] UrdU^UXRYT_ U^e^Qvej d^V\UdU%
i U^dQUc S\Se^cd^SQc fUrdQZ_cQc%_] _cubYfU^SRU4i S_] _\Q] UrdU ^_ ^eUTUcY^_ SUTubQ: ^UcdU SQc_%_c Qd] YQ^_c T^S_~eY^TeTQ%Q
VRUBDT cuTUcdU i M^cYUc QcU^Urd ^SUC%eY_c] _df_c_c_ ^U^XRYT_c S_ ^\Q] YQT TU d^rd`_Tub%aeU_RcdQSeY^Q^Q VRUBDT U^`b`_bSW^Qce
V\Uj Q% cu fQ^Q] YQT TU SQ] Y_ XQSQce TUcdessW^ GYe^` WQbTU WQT_c TU\VRUBDT] _df_ QR_\bdTQc%Urd ^SUC aeY^Urd_c d] Qd_] UNQ
TUTcd^SQ GYe^WQT_ TU\QY^UeU^SQ TUA] _df_ ^_ cW^WQSU^QRc_led_ Y^b^WU ^Yt^] Yei U\Q VRUBDT^Q S_~dreQSW%QSub_] sc TUT_c
WQT_c4`_b^QTQTU T_RU^Uc dTQf^Q^QTQ M^YT_c WQT_c ^_ T^c] Yei U^Q VRUBDT TU\Qf_je^dT%_] sc XQSubSeQb_% SX_%^YUS^t Y%_ cUc
] Y^ DQdQ^QTQ^e^U] RQbW_ \UWQ] eYd^VQZU`Ub_ ^QTQ GYXQ ^QTQU^Q ^QdbQUJ QTU] _df_ _\Q`UteQcW^` _bQ%Uc TUSbU^QRc_led_
S_~dQbQ QIQ VRUBDT^Q S_~dreQSW%U] Q_bWQT_ TUaeU ^_ ^eUTU XQSubTQV_ VRUBDT Dub_cYXQ QW_ cuQ^U^Q ^QdbQUJ QTU\QS_cQ%
S_~dQIQ VRUBDT^Q S_~dreQSW%U] U^_bWQT_ TUaeUTeU U^QVX^WQT_4i ` _bS_~cW%UrdT^c] Yei U\QfYteT GYA_d^c YfU^SRUc Q\c QScd_c
QScd_c\ aeU Uc ReU^_ %Qd\Uf QbdTQIQ VRUBDT TUA QScd_% QcudTQIQfYteT TU U\Q4QS_~dreQSW%Qc] sc V^j QTQc\c] _df_c_c_ ^%Qrd_ `U_b%
d^rd_] U^_cIQfYteT4i U] sc T^RYTU\c] _df_c_c_ ^% UZb` QdQIQSQecQTU\QfYteT4i ^YV^_ Uc\] UZbTUdT_` DQdQ^QTQ^e^U] RQbW_
\UWQ] eYd^VQZU`Ub_ ^QTQ GYXQ ^QTQU^Q ^QdbQUJ QTU] _df_ _\Q`UteQcW^` _bQ%Uc TUSbU^QRc_led_ S_~dQbQ QIQ VRUBDT^Q
S_~dreQSW%U] Q_bWQT_ TUaeU ^_ ^eUTU XQSubTQV_ VRUBDT Dub_cYXQ QW_ cuQ^U^Q ^QdbQUJ QTU\QS_cQ%~dQIQ VRUBDT^Q
S_~dreQSW%U] U^_bWQT_ TUaeUTeU U^QVX^WQT_4i ` _bS_~cW%UrdT^c] Yei U\QfYteT GYA_d^c YfU^SRUc Q\c QScd_c\ aeU Uc
ReU^_% QdQ\Uf QbdTQIQ VRUBDT TUA QScd_% QcudTQIQfYteT TU U\Q4QS_~dreQSW%Qc] sc V^j QTQc\c] _df_c_c_ ^%Qrd_ `U_b%Qrd_] U^_cIQfYteT4i U] sc T^RYT

EeU QX_bQcU S_~cYUkQ%eYUcdQc S_cQc Ucdb^TU QSeUdt_ S_~uAcU^dT_ S_] x~ GyCU TURU` Uqj Yd%aeU XQ QVh^c SQc_c U^aeU UA
Q] QUAUWU cY^~YVh^` _df_%QfYhT aeU` eUTU XQRUBU^UcQUUSSW^5: cdj cUWb TUaeU^ XQ `beTU^SQ` cQRfYebQU^tY
9YXQ UAUSSW^cU XQSU`_b~YVh^Q ReU^Q V^Q4cU^T_ XUSXQ` QdQ ~YVh^~V^U^QRc_`led` GYhUkQ` QdQ SeQaeYUbV^%QfYcdTUA
UhdUj _cUkQUA] _df_ Uj _SY`Q^du` QdQU QSD4i cYU QSD cuQTU ReU^V^% QcUTUcTU\Q QecU^SQ TU ReU^Q` e^duQd%U^d`~SUC
^_ XQ ReU^Q Ydu^SW^U^U\Q4i %_b\ dQ^d%TU QSeUdt_ S_~^d TQc`~eUcdQc^~SY`~Uc`~QdQkQUc TU\QfYhT%~Y` sc fYhT U^U\Q
aeU U^UA] _fYj YU^d TU\QXe] _%aeU UcYj`~eUcdQc` XQSQ QTUQ^dui Qdsc`~_bU fYU^d%~Y^~YVh^~RZdR` _V^U^~] _fYW% aeU
^_ cQRU QTW^TU^Y`_bdQ^d%aeU cU] eUfU 8_b\QdY`*` D_bUcdQc S_cQc aeU Q` QdUSU^aeU UA QdVh] U^d U^S_~dQ TU\c
SQfY^cdQc%Q] QT_ TU\Q edY QSW^TU\c S_~cUZc%uXh_bQSY`~Uc%~YfYQSY`~Uc%~UJ S`~fU^SY`~Uc% S` dQ^d`~_bY^c^dT_ U^
Qd] Y^Q`_c%aeU Uc fUdQTUkQj U^du S_~dQcu] Yc] _c` D_bUcdQc S_cQc` eUTU^~V^SY`~QbTU ~YVh^Q`_dQj Q`UkQ QSeQaeYUbReU^
UW5d%aeU UA] _df_ aeU U^U\Qc cU UHXRU UYTeSSW^%aeU du^TU Q UHSDQbi TUduj YQb\c QSDc TU\Qf_je^dT` GY^Uj RQdW%~cU
cVhU^U^~cec`~b^SY`Yc%aeU\c QSDc TUf_je^dT UHSDQT_c`~_bUcdQc SQecQc%`~_eUTU^~cUbfYhT_c_4`~_baeU%~QcdQX_bQ% QaeU
c_~TU Ucd_c%`_c_~TU`_TubTU Qed TUduj YQSW^TU\Qf_je^dT` D_b\ dQ^d%~cUcVhU^%aeU^_ fQU\Q` U^Q`~VUSub ~YVh^
QdVh] U^d`~QdQS`~fU^SubQ\c X_] RbUc QSeQaeYUbf_je^dT fYhT_cQ` QSSW^f_je^dT QdQ4Uc U^fQ`_TU`~_uUu U^UA SQj Y`_TU\Q
cQRfYebQ i Qj YQRU^Ucc Yj Qc TUfYhT`~_Q_TY`cYQT i Q\`SetQ TU SQj Y`_TU fYSY`:` cdQ`~SW^TU\Q VRUBQT i Q6WU^SQj]_bQ
VhcdQd T_c\c UcVhUj_c`~QdQ QdQubQ\c X_] RbUc Q\QfYhT`~_b\Q YcdSSW^~_Q`~UcQcW^%~bUJ d_ UZj]_~3Qe^aeU UcdQc
S_cQc`~eUTU^YTeSb\c Q\ aeU Uc] QdubQj U^du fYhT_c`~%Y^Uj RQdW%Q] Yc] _dUj`~_aeU UaeYQ\Q Vh Q TU\QfYhT%`~baeU
TUcdhU U^U\Q VRUBQT4i QaeU%_bce`~b`Y`~_TUb%`~_u^U\Qf_je^dT TU ce UaeYRbY`~TUduj YQbi S_~fUkUb\Q UcSQQ% d] QbUA
dQdRQZ` TU`_TubTU Qed TUduj YQSW^TU cec] Q`_c` M\Q] sc SQdQ\Qc YcdSSY`~Uc TQTQc%~c] sc`~_Tub_c_c\c QdVh] U^d`_c
edY QT_c%` SeQ^d] sc cU] eUfU\Q`~UcQcW^~_UZj]_~c% sc`~b` RQRWYQTUc XQ TUaeU T^Y Qbce`~b`Y` T^YU_4`~baeU du^U^
dQ^d] Q`~bdu^TU^SQ Q`~_uU\Qf_je^dT TU ce RQQ^SU%` QdQ`~RcdQSeYj Qbce VRUBQT TU Qed TUduj YQSW^4i QcU HSeb\Q Vh Q
] Yc] Q TU\QfYhT%`~Q UcU^SQ TU dT_~_ aeU Uc TWW`_TU UA W`

6cucUTUTEsUSQdQj U^du\Q` QdubTU Ucd_c`~b^SY`Yc%aeU 9Yc^_ du^U` QdU U^fYhT TU QVh^~%YdQj`~_S_ U^QRc_`led`~_b] eUfU^% QcUQ`~_b
e^Q YVhU^SQ W^bSQ]_bQ4aeU ~YVh^~_TU\c] t dT_c] _bQUc aeU edY Q Q\c X_] RbUc` QdQ`~_b] _fUb\QfYhT U^UA] e^T`~du^U du^TU^SQ Q
Q S_~cUSeSW^TU Ucu V^4aeU dTQc Qc YcdSSY`~Uc aeU XQTQT_ Q\c X_] RbUc`~TUc TU UA`~b^SY`Y`_TU] e^T`_XQc QcUcdTUQ%`~_b`~_b\Qd`_
Q wcd\Uc%`~_bce`~?UceSb^d 4aeU dT_c cec S_~cUZc%~YfYQSY`~Uc%~b] UcQc%Q] U^Q Qc%QfU Udu^SQc i bUJ`~fU^SY`~Uc4aeU dT_c\c
] UTY`c aeU XQ edY QT_ S_~^c\c X_] RbUc%~U\Qc`~bTU^Qj Qc%`~_b`fYU^SQc4cU^d TQc Qc YVhU^SQc TU ce:`~_c`~Ud%~b^YQbY`~c i UhdQ b^YQbY`~c%
XQ^du^T`~_YVh^Q du^TU^SQ U^QRc_`led`~_QdU HSDQ SeQaeYUbQSD fYhT_c_ TU\Q SQRUj Q%`~_QdQ`~_b] _fUSeQaeYUbS_cQ] _bQj U^du ReU^`_i
bUJ] U^TQRU^U^~YVh^~Qc`~U5d`~_SD`~baeU^_XQ] Q`UkQ TUaeU Ucd_c`~_SeQaeYUb_d] UTY`~eUTU^`~_b] _fUb\QfYhT%`~Ud`~e`~_TU Ucd_c`~duC`
C RYU`##\$D`~be^Q`~_UdQSW^V^bSQ U^UA S_bQj w^`~DUb`~dT_c\c UW5d`c aeU c_~XUSXQc U^~c X_] RbUc TU UcdQj Q`UkQ%`~_du^U^~YVh^Q
fYhT U^UA`_c%`~_b\Qf`_j S_~Settu^du TU dT_c\c Qd] Y^Q`_c` C%`##\$A`_bQj U^du UHXRU^T`_A`_df`_c` QdQ\QS_]`~_b^cW^%`~QdU HSDQb\c
ReU^`_c QSDc TU\Qf_je^dT`~DUb`~cU XQTUj`~_cdQT`~%aeU\Qc f_YSY`~Uc UHSDQT_c`~_b\c] _df`_c%`~_~U5UcQbQc%`~_~_UHSDQT`~_~_be^Q V^du^TU
Qed`~_fYj YU^d4i`~_b\ dQ^d%`~_bce`~_b^SY`Yc%`~_XQ fYhT U^UA`_c` C%`##\$Q\Yj YdUcU QTQb\Qf_je^dT\Q`~_~_baeY^TQT TU TUduj YQbCU^
bUQSW^S`~_c`~_RZdR`_c`~_b`~eUcd_c%`~_QcUQ`~_QdQUUWb`~_bUSXQ Qb%`~_bce`~_b`~_QSeU^d%~_Q Qed TUduj YQSW^~_~_YVhU^SQ T`_Yj W^Y SQecQTQ
M^cUcd`~_Uc dT`~_U^d`~_~SUC dT_c Uc`_c] UTY`c^_ XQSU^` sc`~_QdQ`~_b] _fUb\$D`~be^Q`~_UdQSW^V^bSQ U^UA S_bQj w^`~DUb`~dT_c\c UW5d`c aeU
c_~XUSXQc U^~c X_] RbUc TU UcdQj Q`UkQ%`~_du^U^~YVh^Q fYhT U^UA`_c%`~_b\Qf`_j S_~Settu^du TU dT_c\c Qd] Y^Q`_c` C%`##\$A`_bQj U^du%
UHXRU^T`_A`_df`_c` QdQ\QS_]`~_b^cW^%`~_QdU HSDQb\c ReU^`_c QSDc TU\Qf_je^dT`~DUb`~cU XQTUj`~_cdQT`~%aeU\Qc f_YSY`~Uc UHSDQT_c`~_b\c
] _df`_c%`~_~U5UcQbQc%`~_~_UHSDQT`~_~_be^Q V^du^TU Qed`~_fYj YU^d4i`~_b\ dQ^d%`~_bce`~_b^SY`Yc%`~_XQ fYhT U^UA`_c` C%`##\$Q\Yj YdUcU QTQb\Qf_je^dT\Q

fYbT aeUUAfSY%_baeUUA_c^_XQSU^] sc aeUTQbU\Q_`_bae^TQT QK Y\`_QbTUdUj YQbcuTUSeQaeYub] Q^UbQ%QcuQ`QbQRU^`_QbQ] Q%
cY^`_UbU^_c dUj Y_c TUSeQaeYubcUW QSeQaeYubQbi _ aeU^_Uc bUQ] U^du d^VbQ^`_QbU TU\Q_`_bae^TQT TQTQ`_QbTUdUj YQbQVQf_b
TU] Q%_] _ TURU^

D_b\ dQd_ UcQS_ ^cuSeU^SQRIQcVUj YQX_bRUAcy^TeTQcVbU TU\QT_SdbnQ Qd Y^Q^Q^aeU SQbVQ^c_RbU\c TU] sc4QcQRUb%
aeU9Yc QScQUR^e^Q`_QbU YS_ ^cYdU^du U^U ec_ TU dQd_c S_ ^cUZc^QTf Udu^SQc^Yf YQSY ^Uc%ex` \SQc% S' S_ ^\c
`USQT_bUc% QbQYTeSb\c QQRQ^T_ ^QbU` USQT_% VbQbQ\c SQ] Y_c TUfYbT4i aeU d_T_c c_ ^YcYSub_c i VQ] GUfQQ
cUWbYQ`_ QbU TUce T_SdbnQ^aeU9Yc XQSU UcdQc S_c Qc SeQ^T_ cQRUaeU%Q] Yc] _ dUj `_%aeU^_ duU^ ^YV^d^_ TU
du^TU^SQQ`_b] _ fUbuU Wsd_ aeU` QbU S Q` e^QbQ4cU^cQRUaeUcy^duU^ QWb^QY^UeU^SQ^UcdQ] Yc] QY^UeU^SQcUbs
YS_] `QbRU S_ ^dQ UWsd_% `bUfU^b` DUb\ _ aeU Uc e^QYj `edQSW^ TU VQd TU cy^SubTQT cUWU UcdQc S_bUSSW^ U^t\%aeU Uc
Y^Y^Q] U^du cQd_ i fUbtQTUb_ &6cuaeU\Qcei QUc VQT_SdbnQaeU^TUcUb` UcUWbY^` _ bcec S_ ^cuSeU^SQc%WUWQ
dUbbRUj U^du U^U bVdcYj _% VbQbQ_RbU t\ VQScQSW^ TU XY_SbUcQ4i ^_ QVQT_SdbnQ TU\QSQfY^cdQ^TU QSeUbt_ S_ ^cec
UhsQ] QSY ^Uc UYfUSd^Qc WUSeU^duc i fUXUj U^duc'

8_b\QbY_ +^9U\ _aeUcuXQ_RcUfQT_ U^Ucd cUSSW^Q` QbU SUTU ^eUf_%aeU\c `bRSY_Yc i ^_SY ^Uc Qd Y^Q^Qc%
SeQ^T_ Ucd bUQd^Q] U^du UhQ] YQT_ i `UcUWbY^_ U^cec S_ ^cuSeU^SQc TU] _cdQRUc%_ SubTQT_c^UfY^TU^duj U^du%
dTQfYbT VbUQTU] e^T_% aeUcuQYj `c^RUaeU QWb^QfUj cUbdQ S_cQ^U^SeQaeYubSQc_4_ aeU dQ S_cQ ^e^SQ
TURUS_ ^SURbU DQbQ%_bUcd c`bRSY_Yc^Q] Yc] Q^_SW^TUfYbT_ UfSY Yj ` \SQQRcebT_ i VQS_ ^dQTSSW^ D_baeU
Uc QRcebT_ U^cu] Yc] _ i S_ ^dQbY_ QcU^d^_ S_] x^% QbQce` _Ube^Qsd fYbT_c_ TU\Q] U^du cy^ YWb^Q ReU^Q
Ydu^SW^_ VbQY^TQT4i %_ bcec `bRSY_Yc^Uc QRcebT_ ce` _Ube^Qsd fYbT_c_ S_ ^e^Q ReU^Q Ydu^SW^_ VbQY^TQT4` QbQ
QScbQTeUdu e^Vb^Uc VQTU QScbQ TUe^] _d^_ '6cuaeUcy^_c RQcQ] _c U^Ucd c`bRSY_Yc%_ `eUTU XQRube^Qsd
fYbT_c_%_ ^e^ReU^TYcUv_ i VbQUc4i Uc UfY^TU^du `bcu] Yc] _%

8_b\QbY_ ' : c UfY^TU^du^aeU\Qc ^_SY ^Uc Qd Y^Q^Qc TU\Q QW^SQ] _bQ% UcUbuTUe^QVQSeVdT TU\Qf_je^dT%^_ `eUTUS_ ^cYdb
U^S_ ^Z^d_4i aeUcy^_ `eUTUcUbSeQaeYubS_cQ%_] _dQ] ` _S_ e^Qsd fYbT_c_ fSY_c_%_ `eUTUcUbe^Qsd TU\Qf_je^dT4K Y\
^_ `eUTUcUbdQd_T_c\c YduUcQT_c [^U] Yc] _ 'D_bUcU Qsd_ aeUcu bUQYQcy^YSYQSW^c^_] _d^_ %Y^V^TU^du cUbbUQY^QT_ cy^
YWb^Q`_ bU_Se` QSW^TU\Qf_je^dT Ge` _Ube^Qsd TU\Qf_je^dT^eY^tcd_c%] ` \SQe^Q S_ ^dQTSSW^ GYUQ] QU^ce Qsd_ ^_
duU^ YV^k^] _d^_ _ V^4U^d `^SUC^U^UcU Qsd_ #_] _cU_RcUfWQ^dUc^aeU^_ RecSQ ^QTQ%QTUdsc TU ^QTQ%_ UZbU YWb^Q
YSYQSW^ QSeQaeYubS_cQ4i Ucd Yj ` \SQ^aeU U^UcU Qsd_ aeU^_ TUcUQ ^QTQ%_ _`_d^_ b^QTQ4TU] Q^UbQaeU^_ XQ_ Qsd_ TU
UWSSW^ U^U SQc_3i aeU Uc dQd_ S_] _TUSY%_ XQ_ e^Qsd_ TU\Qf_je^dT U^U SQc_ ' @c SeQUc] ei UWSQ] U^du SYbTQdT_c\c
Qsd c fSY_c_c i fYbT_c_c VbUQTU e^Y Ucb_4i QaeU^UW^Ucd_%_ `eUTU XQRub YV^k^Qsd_ fSY_c_ fYbT_c_ U^U aeU\Qf_je^dT
cU bUWUQbi TU QSeUbt_ S_ ^\c T^SdQT_c] sc S^Qc TU\Q bQ w^% VQVj TU\Q ^QbUQY Q% dQ] RY ^\c `bRSY_Yc TU\c `b`_Yc
Qd Y^Q^_c%_ `eUTU XQRub fYbT_c_ _U Qsd_ fSY_c_ U^U aeU\Qf_je^dT ^_ Ucd `bU_Se` QT_ 'M`_b\ dQd_ ^_ XQ_ VbQb` QbQdT_c
\c Qsd c fYbT_c_c_ fSY_c_c U^QRc_led'

8_b\QbY_ '-' GY^YV^Q TU\Qc QSSY ^Uc] _bQUc TU\c cUUb YduWU^duc Ucd ^Y^UeU^SQ^T_c `bSeQaeYubTU YSYQSW^_] _d^_ c Q^dUj bUc%
_dQ S_cQ UhdQVcUWbYs4i Ucd Uc^aeU9Yc ^_ cw_ ^_ `eUTUS_ ^_SubTU Q^duj Q`_ SeQaeYubTU\Qc VebQc QSSY ^Uc] _bQUc TUcec S^QbQc%
`Ub_ t\ ^_ `eUTU XQSub YWb^Q S_ ^ZbQ%_ `eUTU TQb YWb^Q S_ ^ZbQ`_ b_RQRU aeU\Uc S_ ^SubU^ DQbQdTQ S_ ^ZbQ U^Uc S_cQc TU Ucd
^QbUQY QTURU TU U^TubTU QWb^_c

] sc UhVUrdK%_ Q`WUXU^W^TU UcdT_c S_cQc%QTc`_cSW^Q^du_bi] _dj%W SeQ%S_] _cUXQ_RcUfQT_%Qc ^_SY^Uc
Qd] YQ^Qc TU\Q QW^SQ] _bQ%U^ce S_~cUSeU^SQWQ%U^S_~Z^d_ UhSei U^

D6FH 3'

: ^U aeUU <FCI B9GZNU TU_c hq_ ^Qj Yhd_c TUQH Y^Q~_c%W^Q_i_i TUW^cQTU_c
BC8xEB: GA: B8xEB69CG TU\YRUhQT%
6\RUThs_] _hQ% 8' MS_ ^dQ\QT_SdbrQ_`eUcdQ%6F:
8CBG9: F69C'

GUSYU^>

@QUcU^SQ TU\Qf_YhET i Uf^SY_ 9U\Qc TYc`_cSY_ ^Uc TU S_ hq u^i _c Qsd_c TU\Qf_je^dT%_ hqNSQU^ ce SQecQ%
Dub_ce ^QhQj Q

I _`b^SY Q\Ve^TQj U^d_ TU\Qc hq_ ^Uc%aeUc_ ^\UfQT_c Q UcdQRUSub\Qc ^_SY_ ^Uc` b] Ub` \Q^_] U^SY_ ^QT_ TU\Q
\YRUhQT%Qf_YhET%Uf^SY_% S' Ue e^Qce`_cSYW^%aeU\Qf_YhET_cYQT TU\Qc TYc`_cSY_ ^Uc_ Qsd_c TU\Qf_je^dT%_
S_ ^cYdU U^VQ ^QhQj Q TU UcdQc TYc`_cSY_ ^Uc_ Qsd_c%Ub_ U^ce d_QYQT U^U_ bWU^_ SQecQTU U\ c4aeUcYQ
TYc`_cSYW^TU\Qj U^WU% Qsd_c TU\Qf_je^dT%eUQ ^e^SQd^ ReU^_%eY Uj RQdW_%eYQSQecQTU\QTYc`_cSYW^_
Qsd_ ^_ cUQ ^eUcdQf_YhET%_ XQ ^QTQf_YhET_c_ TW^_ TU QCRQj Q U^U\Q4i %_ bU S_ ^dQY_%eYQf_je^dT%W^ce
YSY^QSYW^_ Qsd_c%eUQ ^e^SQd^] Q_ %eY Uj RQdW_%Qj U^_c aeUcebWU TU QW aeU Ue ^eUcd_ f^SY_ TUWsd_%_
XQ ^QTQf^SY_c_ SU^cebQRU U^U\Q 9U QXuce WQ^_ RZSYW^i cU XY_ \QTUj _cdQSYW% Qed & beURQc%W^S_ ^dQ
TU SeQaeYubf_YhET i S_]] U^TQRU^Ucc%_ Uf^SY_ i \QSe\ QRYTQT%

6X hQRU^%eYUcdUQce^d_ cUS_ ^cYUcdQc%eU` QdUSUcube^Ubb`_bS_] ` \Ud_%eU^e^QRcebT_ Rbed_4i aeU Ue] sc
cUWeb_%aeUcYXQ QW^Q^Q S_cQc dQUc S_] _e^QTYc`_cSYW^f_YhET_c_ f^SY_c_% \Qf_je^dT TU\Qj U^dU\Qf_YhET_cYQT
_] QTQT TU U\ c S_ ^cYdU _ U^U_ bWU^_ SQecQTU UcdQc S_cQc%eY_ U^VQ ^QhQj Q TU U\ c'

GYQUcU^SQ TU\Qf_YhET _S_]] U^TQRU^Ucc% TUj QTQT_Sel`Q%_ bUcYU U^VQ ^QhQj Q TU\Qc TYc`_cSY_ ^Uc_ Qsd_c TU\Qj U^dU%aeUcU
TSUaeUc_ ^eUcdQf_YhET_Sel`Q ^eUcdQ%Ub_ U^ce SQecQ^U^d_ ^SUC Ue cUWeb_ aeUcU U^SelU^dU U^VQ ^QhQj Q TU U\ Qc_ led_ 6cu%_b
UZUj ` _%YUf^SY_ TU e^Qsd_ f^SY_c_ TU\Qf_je^dT _ Ucd_ U^VQ ^QhQj Q TU Qsd_%Ub_ \QSQecQTUj Q^UcQaeUce cUbTUe^Qj QQ ^QhQj Q
^_ _ XQs U^QRc_led_Sel`Q ^eUcdQ%Qj U^_c aeUcebWU TU QW^Q^TUdUj YQSYW^TUWsd_cQTU\Q ^eUcdQ%_] _ce SQecQ% QW U^_c_d_c
aeU Ue ^eUcdQSel`Q4QS_ ^dneQSYW%_b\Qj Yc] QhQj w^Qd] ` _S_ `eUTU\Qj QTQT TU Ue SQecQcU U^SelU^dU U^VQ ^QhQj Q TU\Q S_cQU^cu%
cY_ U^ce SQecQbaeU\QTUdUj YQSYW^TUj Q TU ^eUcdQ _ Ue ^eUcdQSel`Q%eY ` \Uj U^dU` _baeU Ue TUe^Qj QQ ^QhQj Q%Qj U^_c aeU
cebQ`_bQW^Q^SQecQU^_c_d_c aeU Ue ^eUcdQSel`Q MSeQ^T_XUj _c \UWQT_ Q Ucd SQecQce` Udy b%eU^T_ \QhQj w^TU\Q S_cQUc fs\YQ4
Qe^aeU Ucd_ SQecQcUbTUe^Q ^QhQj Qj QQ%Ub_ ^_ UcdQ _c U^QRc_led_ \QSel`Q`_bUcUj _dY_%Qj U^_c aeUcebWU TU QW TUWsd_c_ U^
^_c_d_c' BYdQj ` _S_ `eUTU Sel` QRYTQT cU U^SelU^dU U^VQ ^QhQj Q TU Ucd SQecQ%eY`_`_b\QSQecQTU U\ ' M`_b\ dQd_ XQ aeUS_ ^TeSb
TU f eUcdQVed^Ucc` Qc_ Q` Qc_ %TUC TU e^QTU\Qc SQecQc] sc RQZQe^Q] sc QdQ%QcdU YV^d_4i aeU Ue QV^T_ ` QdQ Uhd Qd_ TUj e^T_%
` QdQ` Uj YbaeU XQ ` _cRYTQT TU\Q UhdU^SQ U^SeQaeYubf_YhET U^VQe^Y Ue QYQT TU\Qc S_cQc': ^Ucd_c` b^SY_Y_c%Uf^SY_% Uj Qj _hQ_ ^
`eUTU UhdU^SeQaeYubS_cQaeU Ue e^UWsd_4' _baeU\QSel`Q`_S_ ^cYdU U^VQ ^QhQj Q TU\Qc S_cQc%eY_ U^ce SQecQ4CuS_] _`_bBY
dQj ` _S_ `eUTU Sel` QRYTQT cU U^SelU^dU U^VQ ^QhQj Q TU Ucd SQecQ%eY`_`_b\QSQecQTU U\ ' M`_b\ dQd_ XQ aeUS_ ^TeSb TU f eUcdQ
Ved^Ucc` Qc_ Q` Qc_ %TUC TU e^QTU\Qc SQecQc] sc RQZQe^Q] sc QdQ%QcdU YV^d_4i aeU Ue QV^T_ ` QdQ Uhd Qd_ TUj e^T_% ` QdQ
` Uj YbaeU XQ ` _cRYTQT TU\Q UhdU^SQ U^SeQaeYubf_YhET U^VQe^Y Ue QYQT TU\Qc S_cQc': ^Ucd_c` b^SY_Y_c%Uf^SY_% Uj Qj _hQ_ ^`eUTU UhdU^SeQaeYubS

UW5d_c_c_ ^~USucQbQc%eY^T_ YUFYQRUJ U^WU_S_~U5dQT_ S_ ^ce SQecQ8`_b\ dQd`%Qx^~SQSQecQ Uc U\ Sel` QRIU` M\ aeUcUTUTeSU%aeU
VQeYd^Ucc` eUTU UcdQbcw\ U^UcQ SQecQ%aeU Uc cw\ e^Q SQecQ% ^YVx^~UW5d_ TU ^QTQ BYdQJ ` _S_ `eUTU UcdQbU^Ucd4` QdQUd` ^SUC dU^U
aeU UcdQbU^~VQ` QebQUJ Q TU\QS_cQ] Yc] Q4^_ U^ce clbTU SeQaeYbTUDUJ YQSW^TU\Q` ^eUcdQ%Y^QTQTUW5d_c_ U^ ^_c_ d_c%aeU Uc VQ
SQecQ%YdQJ ` _S_ ` _bSeQaeYbSQecQU^QRc_ led4` QdQ% _b\Qce` _cYVx%` _Uc ^YVx^~UW5d_ % ^_ dU^U SQecQ M` _b\ dQd` U\ aeUfQ Q
] Q^U^UbaeU ^_ Uc VQ` QebQUJ Q TU\ c XsRd_c_ Q5d_c TUf_je^dT aeU XQSU aeU cUQ^fYd_c_c_ TUW5d_c_c_ % U\ VQSQecQ%TUURU UZ5edQb
Y] UTQdQJ U^WU Qcu] Yc] _ TUce` _b` VQVdQJ QSW4i %W^U\ Q^WYJ YUd` aeU%~cU^cRIUJ U^WU%U S_ ^dQTSU^i ^~UWQ^

: cd_ Uc S\Ud`%aeU cY_c UW5d_c_c_ ^fY_c_c_i TUW5d_c_cQ%_ TUce ^QebQUJ Q%_ TU SeQaeYbS_cQaeU\Uc Uc YXUdU^dU%Y_`
`_baeUc_ ^TUe^Q] QQSQecQ%WU^U aeU clbQ SQecQ TU\Q] Q\TQT TU\Q SQecQ8e^] Q\ UW5d_ U^~VQf_je^dT TURU clb] Q_%
`_baeU\QSQecQ Uc] Q_% TUe^Q` QebQUJ Q] Q\WVQ%_ dU^U] Q\TQT S_] _e^Q SeQY^QT YXUdU^dU Q\UQ% e^ReU^~UW5d_ U^~VQ
f_je^dT TURU clbReU^_%W^UJ W^TU\QR_ ^TQT TU\Q SQecQ% ce cYU^T_ TUe^ReU^d^_ i ^QebQUJ Q M cYUcd_ Uc\ aeU cU
aeYUdU TUSY%U\ ce` eUcd_ TU Se\ Qi VQ QCRQ^ Q` _` eUcd_ U^~VQ` QebQUJ Q TU\QS_cQ% U\ VQSQecQ%U S_ ^dQTSU%` \ XQSU` _b
_] U^_c bUc_VfU\Q UcU^SQ TU\QfYd^T i U\ fY_ U^~VQ` QebQUJ Q TU\Qc S_cQc% ce` _U aeU _bWVQJ U^WU S_ ^cYdU U^dQdSM
cYe^SQfYUbdU^Ue^Q] U^WU QS_ bUdTUcTU U\ QRceU` %Q TUSY B_ %Q Se\ Q TU\QS_cQ%aeU Uc VQSQecQ%_ bQTSQ U^Ucd`%aeU
VQSQecQ cuUc TUe^Q` QebQUJ Q] QQ% U\ aeU\QSQecQ Uc U\ Q U^UcU cU^dT`%aeU Uc TU_dQJ QQSQecQ %dYU^T_ U
QRceU` _\ cUWYb4` _baeU cYUc QcU^Ud` ^SUC VQSQecQ Q^Uc TU SQWQT_ cU QRc_VfWQ VQfUJ % d TQ\Q Se\ Q TURU clb` eUcdQ Q
VQSQecQ ce` U\ b% TURU S_ ^cYdU U^ aeU Ucd cYU^T_] Q_c%_ TUe^Q` QebQUJ Q] Q\WVQ 6cu aeU QX_bQXUJ _c \UWQT_ TU
^eUf_ QUSXQb\Q Se\ Q TU\ SU^ceUQRU^Q VQ` QebQUJ Q TU\QS_cQ% ^_ Q\Q SQecQ M cYQW^ _Uc dQd` ^d S_] _` QdQb] sc
Qd_d TQfUQ% QcSU^TUb` Qc_ Q` Qc_%QcQ aeU cU\UW^U Q Uc_ aeU Uc VQ` bJ U\Q SQecQ TU aeU cU dQdU U^dT_ U\ Qce^d`% fQ Q
TUSY% d TQ\Q Se\ Q bQTSQ U^ aeU U^Ud` ^SUC% _bWVQ%U^U aeU clb_R\WQT_ Q` _cUUb%aeU VQYJ ` U\W5S^~TU\ aeU ce` _Uc _\
Se\ QRIU%U U^SeU^dQd_dQJ U^WU U^~VQ` QebQUJ Q TU\QS_cQ% ^_ U^U\ _bWVQ_ VQSQecQ TU\Q] Yc] Q4Qce` _cYVx^Uc%aeU
^_ dU^U _bWVQ%eUTUDUJ YQ` _b^YVx^~Q5d_ TU\Q` ^eUcdQ%Uc SQecQTQ` _b^QTQTUW5d_c_ U^ ^_c_ d_c%eYU^T_
QRc_ ledQJ U^WU cY ^YVx^~Q SQecQ M\ aeU\QSQecQ XQdUJ YQT_% U\ UfQc_bcUd_] Q U^ce feU_ : c QWQTQRU Q\Qc
^_SY` ^Uc ^QebQUc TU\QXe] Q^YQT%aeU U\ Q] _ bQ%5_ ^ce TUC YUd` TU Q^UcW^i bJ eWQ^SQ% d T_c cec_d_c] Q_c
] U\W5J YUd`c% _cYdU U^e^Q S\UdQ TUW^J YQT U^~VQ` QebQUJ Q TU\SUdQ Tc` _cY_ ^Uc TU S_bQ W^i _c Q5d_c TU VQ
f_je^dT4i ^_ U^~VQTUW^J YQT TU_dQ S_cQ%YUdU^dU TU\QS_cQ] Yc] Q4aeU] U\W5U bJ eTY`%U ce` _U aeU\QSQecQ TU U\ 4&
_ aeU clbQ QRceU` _% _baeU Uc_ clbQ ce` _U be^Q S_cQaeU Uc Y_ SU^dU i ^_ U\ Q\W^fU bTQT Uc] Q Qi TUW5YUd` _baeU
_dQ S_cQ Uc U\ Q` : cd_ YJ ` \SQe^QS_ ^dQTSW^4` _baeU clbQ ce` _U b%] sc UcU^SQ aeU Uc] _bQJ U^WU] Q_c i
S_ ^TU^QRU^Uc Y_ SU^dU i ^_ SU^ceUQRU^ U\ aeU _dQ S_cQ%aeU Uc ce SQecQ%W\ Uc U\ Sel` QRIU` 9USY%aeU U\ fY_ ^_
S_ ^cYdU U^~ aeU Uc fY_c_% U\ U^ce SQecQ%Uc_] Yc] _ aeU TUSY%aeU U\ fY_ ^_ S_ ^cYdU U^~U\ fY_%Y_ U^ QaeU\ aeU\
`_b TeSU

: c fUdQT e^Q SQecQ` eUTU clbU\ Sel` QRIU TU clb\Q SQecQ TU fYU3` eUTU clb] Q\TQT U^~VQ SQecQ aeU` _b TeSU
VQ] Q\TQT` DUb_ Ucd_ YJ ` \SQeUe^QS_ ^dQTSW^%e` _UbaeU Ucd_c T_c c_c_ ^VQ] Yc] Q] Q\TQT YTY^YTeQ : \
Q5d_] QfQT_ TU\Q SQecQU^~VQ` _b TeSS^~TU] Q\TQT%Uc e^_] Q\TQT4i VQ] Q\TQT` _b TeSU%YXQ QW^Q
: TYQT_%Uc_dQ M` _b\ dQd` VQ

* ++

9U] Q^UkQaeU`_bUcdUkcaeU] Q%Q\TQ\QZcdSQi \QcQ^dTQT Ue Q\QfUj UHSeY^_c TU\] e^T_% ^_ XQ `eUkQQRUkQ`_b\QaeUcU`eUTU
cYU] `W`_cYRUU] U^dU^dQbU^U\] e^T_'

Ge`_~W aeU\QV\h] QU^aeU_cX_] RbUc \UWQb^Q U^dU^dU^bUQ UcdQ^_S^W QRcebTQYS_~cYdU^dU% ^bUc` USd_ Q\Qc YSY^QSY^~Uc
Ydub^Qc i f_~Yc`~Uc cu] Yc] _c# ^_SY^~Uc aeU\Y`_~YcQ^aeU%QcQRUb aeU\Q UeU^SQ TUce ReU^_] Q\] _bQ ^_ bUcYU U^ce
^QdebQUj Q% Ub_ ce SQecQ^UkQ%aeU Ue TU XU5X_ e^T^SQT_] ei cYj `U TU\ cU^dT_ S_] x^%aeU Ue`_ _b\ aeU S_ ^bUc` USd_ Qd TQc \Qc
QSSY^~Uc Uhdub^Qc i _c] _fYj Y^d^c dU^cYRUc TU Selub_4aeU U\RYU^_] Q\] _bQ TU U\c ^_ cU U^SeU^dQ^ U^QRc \ed_ U^_c `b`Y_c
] _fYj Y^d^c%aeU%Q] QTQ`_bcu] Yc] _c%`_c ^_ sc TU ^QdebQUj Q] _bQ4i \Q UeU^SQ TUd_T_ U\RYU^_] Q\] _bQ aeU\Uc S_ ^SUb^U%
bQTSQ U^QaeU\Qc T^c`_cSY^~Uc Ydub^Qc i f_~Yc`~Uc aeUc ^\Q SQecQ TU U\c` 6X_bQ%YU] `bUaeU cUedY Q` QdQTUdUj YQbUcd_% ^Y
fQSY^QSY^_ S_ ^d^fUcYQ^bUQd^ Q\Qc QSSY^~Uc Uhdub^bUc%aeUc ^\Qc S_cQc aeU^W^U\ec_ S_] x^TU\Q\U^V^Q%U cY^W^YcQ^`_b
VQcUc dUc S_] _QSSY^~Uc TU_cX_] RbUc% cec_RbQc4D_b\ dQ^d`%SeQ^T_ \UWQb^Q XQRQbTUf_~Yc`~Uc% UZbS^Y_c Ydub^c TU
cec YSY^QSY^~Uc^RQZ_ \Q] Yc] Q TU^_] YQSY^W TUcec QSSY^~Uc% _ aeU XQSU^%aeU Yj `beTU^dU] U^dU^dUdUj YQT_ U\SQc_ TURU^
dQ] RY^ ^t\] Yc] _ S_ ^Ucd_c S_] _ S_ ^\Qc QSSY^~Uc Uhdub^bUc4^_ dU^YU^T_ U^SeU^dQ\QWQ^T^WU^SQ U^Q ^QdebQUj Q TU SQc_'

GYQV^~QfUj TURU`_`~UkU i TUSY%`_baet ^_ Ue ^USUcQY aeU\Q SQecQ TURU cUbS_~cYUkQ`_% ^U\Y^TU TUdUj YQbCY
SeQaeYUbS_cQaeU cUQT^W_ TU Sel` Q_ U\ WY_ Ue QWQ^TQRU Q\QbQ w^i U\ cU^dT_ S_] x^%aeU e^X_] RbU TURU cUbQQRQT_ _
Sel` QT_`_ _b\ aeU ^_ Ue \Q SQecQ_ U Qed bTU% ^_ dU^U U^Q] Q^_5

FUc`_~T_3; bQcUc dUc S_] _Q SQecQ^~YU^T_ U Qed bQ^ ^e^Q] Q^_% cYj WQbUc% ^Q] RY^Qc' GU U^dU^TU^] sc f^WQb U^dU`_bcUb\Q SQecQ
f_je^dQbQU TYeU_ % \Q SQecQ`_ bU^USSW^Q^dUSU^U^dU i Ue] sc cUW^b%aeU_cX_] RbUc ^_ c_~%U^ UcdU cU^dT_ %Qc SQecQc_ _c Qed bUc TU
`bQ] UbQsd_ TUce f_je^dT^% ^SeQaeYUbSQc_%Q^SUb_ S_] _ SeQaeYUbS_cQ Ue`_ `eUTU cUbZQ] sc4' eUc ^QTQ`eUTU cUb] sc SUb_ aeU e^QS_cQ
^_ Ue Q^Uc TU aeU cUQ ^Ye^QS_cQTU\] Yc] _d^_ Q^Uc TU\Q` bQ] UbQX_bQTU UeU^dT_ % Qcu_dQ_`S^W Q^Uc TU\Q` bQ] UbQ SX_YU^S_] _\Q
VQcU^~YU^T_ U Qed bQ%eUTU TURU U^dU^TUkU^%_ TU cUbU`_b TeSd_b`_be^Qsd_ Q^dUSU^U^dU TUf_je^dT^% ^Y_ S_] _e^Q` Ue`_Qd^fUj T^SU
aeU Ue U Qed bTU Qsd_ TUf_je^dT] Yc] Q% _bce cUbU QW^dU TU Y^] UHQ^%_ U\ cUb aeU Ucd Qsd^Q^T_ % U^U UZbS^Y_ TU UeU Qsd_4cYQVQcU
TU cUbU Qed bcUedY Q` QdQcY^W^SQbUcd_% ^Y^~SUb^% TeTQ^U\ cU^dT_ S_] x^U^WU TU_cX_] RbUc TU cUb_c Qed bUc TUcec `b`Y_c Qsd_c TU
f_je^dT^% ^U\Y^TU ce cUbUcd^ QT_c T^WQ TU U\ WY_] U^c` bUSY^%Q SQecQ TU U\c` M U\ cU^dT_ S_] x^U^cUQ^aeU TURU^cUb_c Qed bUc
TU\Qc QSSY^~Uc Uhdub^bUc%U^U` bQ] UbC^dT_ %QcQRUb^ce cUb\Qc SQecQc TU U\Qc`_be^Qsd_ TUf_je^dT_ TU\Q U^USSW^% ^U\Y^TU ce cUb
Sel` QT_`_ QQRQT_ ZcdQ] U^dU` Ub_ ^_ U^cUWQd^S_cQS_ ^bUc` USd_ Q_c Qsd_c TU_c`_b`Y_c f_je^dT_ DUb_ Ucd `eUTU` QbUSub] sc] Q^WUcdQ
`_b\Qc S_cQc aeU cU`eUTU^_ Rcluf QbU^QcUSSW^cY^YU^dU aeU TURU^cUb_c Qed bUc TU\Qc QSSY^~Uc Uhdub^bUc%U^U` bQ] UbC^dT_ %QcQRUb^
ce cUb\Qc SQecQc TU U\Qc`_be^Qsd_ TUf_je^dT_ TU\Q U^USSW^% ^U\Y^TU ce cUbSel` QT_`_ U\ WQ^T_ S_ ^bQ w^3' Ub_ ^_ U^cUWQd^S_cQS_ ^
bUc` USd_ Q_c Qsd_c TU\Qf_je^dT] Yc] _c` DUb_ Ucd `eUTU` QbUSub] sc] Q^WUcdQ`_b\Qc S_cQc aeU cU`eUTU^_ Rcluf QbU^QcUSSW^
cY^YU^dU aeU TURU^cUb_c Qed bUc TU\Qc QSSY^~Uc Uhdub^bUc%U^U` bQ] UbC^dT_ %QcQRUb^ce cUb\Qc SQecQc TU U\Qc`_be^Qsd_ TUf_je^dT_ _
TU\Q U^USSW^% ^U\Y^TU ce cUbSel` QT_`_ U\ WQ^T_ S_ ^bQ w^3' Ub_ ^_ U^cUWQd^S_cQS_ ^bUc` USd_ Q_c Qsd_c TU\Qf_je^dT] Yc] _c` DUb_ Ucd `eUTU` QbUSub] sc

GUSSY^~>

@Q\QcUTQT i >S_~cYdU^SQ U^U aeU\Q^_S^U^] UQc^SQ TU6SS^i TU\Q6VU^SQ^aeU` QbUSUcUbWU^UkQ
: ^dU^YU`_`_b_c TUW^c_bUc TU\QT_SdY^Q^Q^ Y^Q^QbUQf_`c Q\Q\RUbQT^%WU^SQ^_bQ% S'

I ^Q\$ _cQ%aeUcU XQSU U^WQ^] UTITQe^dubU^_ TU TcSecW^i ce`eUcdQ] Q^WUcdQSW^TU_c Qd] Y^Q^_c%W^TUW^cQTU_c
`b^SY_Yc TU`_b_QQ] U^SY^QTQc bUQd^Qc Q\Q QWU^SQ] _bQ%Qf^Wet%U^f^SY_% S% c ce ^_SW^] UcdQc^SQ TU\Q QWU^SQi \Q QSSW^
9^SU^aeU^Q] U^_c aeU U Q] QdU^Ue^`_TubTU Qed_TUdub] YQSW^%_ dU^U`_TubTU QSSW^4cYcec f_\Y^_Uc ^_clubSQecQT_c|_bcu
] Yc] _% Ub_cU UHSD^i TUdub] YQTQc`_bQW^QSQecQUhdUcUSQ%aeU ^_`eUTU^club`b`Yc Qsd_c TU Q] Q4i aeU U Q] Q ^_`eUTU
clubQsd^_% Ub_TURU club_dQ] U^dU`QcY^QW^QaeU_c UWSd_c aeU U c U dU] Q TU ^USUcQbQ] U^dU% ^_ TU ce`b`Y \YRU
TUdub] YQSW^

: \GB 8XeRR cY^d\Qc RQcUc TU ce b^W] U^TU\YRUbQT i TU cec QbW] U^d_c aeU \Q cec dU^d^W^WQ^] UTITQU^UcdQ`_c^SW^%aeU U
X_] RbUc e^QWU^dU% SQ`Q TU e^Q QSSW^%aeU cY TeTQ Uc SYUd_% Ub_\Q Qed_TUdub] YQSW^`Udu^USU Qce ^_SW^TU QSSW^% Uc
\UcU^SQ TU\Q] Yc] Q4TU T^TU cU Y^WU^%aeU U c Y] `^_cRU^` QdQe^X_] RbU Q QsdCb^i cU QsdUc_RbU U_c%U^U] Yc] _`eWQd^Q
] Yc] _dU] `^_4i aeU ^QTQTU_aeU U c e^Q QSSW^%eUTU club U UWSd TU\Q QSSW^TU _d_% t\Yc^dU^aeU U c ^USUcQb^ e^QWU^dU
e^QWU^dU aeU U c ^USUcQbQ] U^dU TUSIT^_c Q QsdCb^W^e^Q S_`^dQ^SSW^cY] `W DUb_Uc_c ^e^Q U c ^USU`bUSQbQTU\Qc
] Q^WUcdQSY^_Uc%aeU_c X_] RbUc S_`^dQe^i U^U^U cU^dU^ TU aeU Q^YUdQbQ] U^dU S_\SQbU^e^Q`QQRbQ4Uc^USQ] U^dU SeQ^T_ aeU U
cWY^WQ^T_ Uc QRCdec_%S_`^c^dU^dU% U^dubQ] U^dU T^UcQ T U c TU U cU^dU^`_bW^Q TU\Q`QQRbQ U^U XQRQ S_] x^

EeU U cWY^WQ^T_ TU\Q`QQRbQTU QSSW^%_] _U GB 8XeRR i] eSX_c _d_c \ edY^Q^W^c d_dQ] U^dU YS_] `bU^cRU U YS_XUBU^dU^Uc
] Q^WUcdQ_% baeU`Udu^USU Qce ^_SW^TU e^Q QSSW^%aeU U c QW_ U^aeU ^_XQ`QcW^_Q`QcY^YTQT4Uc TUSb^W^QSeUbt_S_`^ce cU^dU^ TU
Q`QcY^YTQT%aeU Ucd RQZ_ U`_TubW^QY^U^SQ% \Q QSSW^TU Y^W^QSQecQ M Ucd_Y] `WQ%aeU \Q QSSW^`_dU^U e^Q SQecQ% cU`_b_TeSU
Y^W^U^UWSd_4` Qdclub^UWSd_Y] `WQ`QcY^YTQT%_U clubceZd_Q`_Tubi \Q QSSW^TU ce SQecQ M cY U] RQbW_% c dU^U^%aeU \Q QSSW^TU\Q
] U^dU U c U UWSd TU ce`b`Y QTUdub] YQSW^4cU^Q TUdub] YQSW^YRU i f_je^dQbQTU\Q] U^dU^%aeU U c] Yc] _S_`^Q YRU U USSW^9U] Q^Ucd
aeU \Q QSSW^U c U UWSd TU QW_ Q^dubY^W^Sec_ e^Qsd`bUSU^dU TU U USSW^3i`_b_\dQ^%W^Ucd cU^dU^%Q] U^dU U c`QcY^Q^eZd_Q\Q
`_dU^SQi \Q QSSW^TU\Q SQecQ Q^dubY^W^aeU U c Q`_SW^Q^dubY^W`_b_\dQ^`_`eUTU clubQsd^_6cuaeU QaeU^TU] _c UcdQ S_`^dQ^SSW^%
aeU \Q QSSW^U c cU] `bU U UWSd TU\Q U USSW^Q^dubY^W`_b_\dQ^`_`eUTU XQRbQSSW^4`_baeU U c`QcY^Q\Q`_dU^SQ TU U c U USSW^
SQecQ Q^dubY^W^ \Q] U^dU ^_`eUTU cU Qsd^Q i`QcY^QU^U] Yc] _%Q] Yc] _dU] `^_i ^QfUj] sc%U ceU U TUSb^Q ^USUcY^QT U c
S_] _UdQ] U^dU YS_`^c^dU^dU S_`^Q QSSW^% e^Q QSSW^`USUcQbQ U c e^Q S_`^dQ^SSW^4`_b_\aeU ce ^_SW^TU QSSW^Y] `WQ\Q S_`^dU^W^SQ%
U^Sei U d_TQ ^USUcY^QT M%_b_\dQ^%ce ^_SW^TU QSSW^Y] `WQ%aeU ^_dU^U Y^W^QTU U^TU^SQ_ S_`^U^W^S_`^SeQaeU^bS_cQaeU_
Q^dubY^bUc ^USUcY^4`_bUZU] `^_e^QTU U^TU^SQ_ S_`^U^W^U^Sei U\Q S_`^dU^W^SQ%W^Y] `WQ\Q ^USUcY^QT M cY U] RQbW_%ce ^_SW^TU
QSSW^Y] `WQ\Q ^USUcY^QT% ce`_U aeU U c ^USUcY^Q% ^_`eUTU t\ S_`^dU^W^dU D_baeU U_c cU Y] QW^Q^%aeU d_T_`_aeU cU \Q] Q
QTUSeQTQ] U^dU \Q QSSW^%TU RU clubTUdub] YQTQ`_b\Qf_je^dT i \Q YRU U USSW^4i Ucd U c dQ^d_S_] _TUSb^%aeU cU TURU aeU cUQ ^USUcY^Q%
cU^T_ TU U^TU^dU% TUdub] YQTQ`_`bQW_ Q^dubY^W^Uc TUSb^e^Qsd Q^dubY^bTU U USSW^i ^QfUj] sc%Udu^USU Q\Q ^_SW^TU QSSW^%TU_
aeU U c e^Qsd`b`Y i U] Ub_%aeU U c U^b^SY_Y TU] _fY Y^d_ TU UZbSSY TU`_Tub% Ub_Qx^cU TQ Q U^dU^TubU^ce ^_SW^TU QSSW^%
aeU ^_U c U S_] Uj Q^T_ TU] _fY Y^d_ U c UeUj_ TU`_dU^SQ% Ub_Uc S_`^cUSeU^dU TU U^TU TU e^UcUeUj_ Q^dubY^bTU`_dU^SQ%QcQRUB U
`_TubTU\Qf_je^dT i U USSW^4`_baeU T^SU^aeU ^_XQ QSSW^QTUSeQTQ`_Ub_\aeU cU U YWU\YRU] U^dU% _`_aeU U c] Yc] _%TUdub] YQTQ`_`b
e^Qsd Q^dubY^bTU YRU U USSW^ Dub_cYQW^`_TU U_c TURUs i aeU ^_`eUTU S_`^dU^W^dU D_baeU U_c cU Y] QW^Q^%aeU d_T_`_aeU cU \Q] Q
QTUSeQTQ] U^dU \Q QSSW^%TU RU clubTUdub] YQTQ`_b\Qf_je^dT i \Q YRU U USSW^4i Ucd U c dQ^d_S_] _TUSb^%aeU cU TURU aeU cUQ ^USUcY^Q%
cU^T_ TU U^TU^dU% TUdub] YQTQ`_`bQW_ Q^dubY^W^Uc TUSb^e^Qsd Q^dubY^bTU U USSW^i ^QfUj] sc%Udu^USU Q\Q ^_SW^TU QSSW^%TU_
aeU U c e^Qsd`b`Y i U] Ub_%aeU U c U^b^SY_Y TU] _fY Y^d_ TU UZbSSY TU`_Tub% Ub_Qx^cU TQ Q U^dU^TubU^ce ^_SW^TU QSSW^%
aeU ^_U c U S_] Uj Q^T_ TU] _fY Y^d_ U c UeUj_ TU`_dU^SQ% Ub_Uc S_`^cUSeU^dU TU U^TU TU e^UcUeUj_ Q^dubY^bTU`_dU^SQ%QcQRUB U
`_TubTU\Qf_je^dT i U USSW^4`_baeU T^SU^aeU ^_XQ QSSW^QTUSeQTQ`_Ub_\aeU cU U YWU\YRU] U^dU% _`_aeU U c] Yc] _%TUdub] YQTQ`_`b
e^Qsd Q^dubY^bTU YRU U USSW^ Dub_cYQW^`_TU U_c TURUs i aeU ^_`eUTU S_`^dU^W^dU D_baeU U_c cU Y] QW^Q^%aeU d_T_`_aeU cU \Q] Q QTUSeQTQ] U^dU \Q QSSW^

fUb] _d^_c` QdQ^UMQbUcd_% T6U^aeU dU^U^ dQ S_cQ% QaeUSQTQ QSSW^ cU U\WU_ Tudu] YQ` _be^Q UAUSSW^ Q^duy_b% Ub_ aeU
U^ b] UbUZbS5Y_ TU\Qf_je^dT c_vQ] U^duP%_ Tudu] YQTQ` _bSeQaeYubQsd_ Q^duy_b% b_vQ] U^du cU\Q] Q\Q QSSW^4U^d^ ^Suk
T\WY%e^Q^ ^S^W^ dQ TU X_] RbU TU QSSW^ Y_ \SdQ^ ^USukYQT4` _b_ aeU\Q] U^du Uc U_ RZd_ TU^eY^Q Tudu] YQSSW^ TU ce` b_vQ
UAUSSW^ Q^duy_b% U^ dU] Q TU ^USukQbQ] U^duP%_] QSeQaeYub] Q^ aeU\Q\RU UAUSSW^ dU^U^ U^ Qce^d_% cY^ YW^e^Q
SQ QSTQT TU\Q] U^du dU^U^ aeU U^YQbaeU` _bSeQaeYubf_je^dT_ UAUSSW^ TU ce` b_vY4` _baeU% _b\Q ce` _cS^W^eU_` _^U Q
dT_c_v c Qsd_c` bufY_c TU\Qf_je^dT_ TU\Q UAUSSW^ U^ U^ SQc_% aeU` _TbQ` bufU^Y_` D_b_ aeU Uc] sc^U^ Ucd_ dQVb] Q%
Y_ \SdQ U^ ce^ ^S^W^ TU Qsd_% aeU Uc Q\QfUj_ ^USukQb_ i ^ Uc ^USukQb_% dQfUj_% Udu^USU Q\Q^ ^S^W^ TU e^ Qsd_% aeU ^ Uc
UUSd_ TU e^ cUcW_` _b_ ^TubQ^ ^ ^bU Tudu] YQb% Ub_ Y] U^QdQ] U^du fU^U^ TU Y^YUdu^SQ4i Ucd_ Y_ \SdQ^ aeU ^` eUTU cubTU
UAUSSW^ Q^duy_b% aeU Ucd_ S_ ^T_ Q^T_` _b_ ^TubQ^ ^3cY^ Uc XQR^eQ% Ub_ TU fUj_ U^SeQ^T_% eY^U] RQbW_% eYcU_ b_TeSU U Qsd_%
Uc fUQTU Tudu] U^du Q^duy_b% U^SdQ i Tudu] YQ^du M^eY^U] RQbW_% Q] Y_ dU]` _% Uc Uc^SQ` QdQ ce^ ^S^W^ TU\Q U^i aeU Uc _
aeU U Q^du Uc U Qed_b TU P^RU i f_je^dT Q] U^duP% aeU Uc` _b UAUSSW^ i U T^Uw_ Q^duy_b

6cuaeU P^UW^ ^ce^ ^S^W^ TU Qsd_% ^Y^TubQ^_ U^ buQSSW^ S_ ^cec S_ ^cUSeU^SQc% UcdQ_ S_cQ_ cW^eY^du c_ ^UcU^SQ Uc
` QdQ U\Q4f U^RYWQSSQ E eU cUQ ^USukQb_% ^ Uc ^USukQb_4aeU TURU cubTU e^QSQ ceQ% cY^SQ ceQ4aeU TURU cubU V^ed_
TU\Q UAUSSW^ i U T^Uw_% ^ U V^ed_ TU\Q UAUSSW^ i U T^Uw_4aeU XQR^eQ TU XQSUb_ Q` b^SY^ TU] _fY_ Y^d_ _
UcV^Uj_% cY^U] RQbW_%] _S_ ^cUSeU^SQ TU e^ UcV^Uj_ Q^duy_b% aeU TURU cubQ^du TU aeU cUQ4aeU TURU bQ
` b] Q^UcQ Y] U^QdQ] U^du V^UcQ TU\Q Y^YUdu^SQ i UaeY^RY_% cY^U] RQbW_ cubU UUSd_ TU` _b_ ^TubQ^ ^4aeU TURU cub
Qed_ & bW^YQTQ% dQ] RY^ ^dU^U^ ce^ _bW^YQ Q` Qdb TU QW_] sc4aeU Uc _ aeU XQSU aeU\Q] U^du cu] Y_ _% ^TU ce` b_vQ
f_je^dT% `eUTU` b_TeSb_ Y_ ^UTY^eUW^ ^ce^ UAUSSW^` _` b_vQSUb% cY^U] RQbW_ _ aeU\Q] U^du ^` dU^U^` _Tub` QdQ
` bufU^Y%

9U] Q^ubQaeU e^ Qsd_% ^TU QSeU^T_ S_ ^ce^ ^S^W^] UcdQ^eSQ TU\Q] Y_ Q^Uc QW_ TU _ aeU ^ XQ_ ^YW^e^Q Y^TU4^ Uc] sc aeU e^Q
S_ ^e^W^ TU\Q] U^du P^U^SdQ^` _b\Q` QQRbQ% eY^ YW^e^ cW^Y^SQT_ T^dnd_% Uc e^Sub_ Q\Q Y^aeU bTQ QRC_ jedQ4i aeU U^T_c
Q` U5d_c` # \$B_ XQ_ ^QTQ U^U] e^T_ aeU QW^e^Q fUj_ _ V^U^Uc% `eUTU cub% QdQ Uc` ^TubQ\Qc S_cQ_ aeU TURU^` Udu^USubQ ce
TUcSbY S^W^ ^TU QSeU^T_ S_ ^ _ aeU U _c` Y^cQ^ aeU Uc UcU^SQ` QdQ U] Y_ _` M # \$ % ^ h ^ dU ^ YUc% eY^e^SQ V^U^eY^ eUTU XQRU b^eYW^e^Q
^S^W^ Y^TU Q TU bUc` ^TubQ\Q` QQRbQ% QaeU edY^ Q^i _ U^ \SQ^` D_baeU P^YTURU] _ce` _UbaeU dQ Uc ^ SY_ ^Uc% Udu] eSXQc
] Q^ubQc TUcd^eYcU Qcu] Y_ Q DUb_ Uc Y_ _c^RU SeQaeYubY TUQ_ ^S^W^ TURU^ ceRc^db U^Q] U^duP^ei Q ^QdbQ Uj Q i Q UcU^SQ aeU
VQS_ ^cd^eU P^ _ TUcd^eU GYQV^ ^c Q^ bu^TYb_ ^W^V_ % aeU XQR^eQ UcdQ^_ U^ U UhdQ^Zb_ % ^U aeU TQSeU^dQ TU\Qc_ RcUf QSY_ ^Uc
SebY_cQ_ aeU XQR^eQ XUSX_ U^cec fYQZc% ^TURU bQ TUSY% aeU XQR^eQ UcdQ^_ U^ H^U bQ TU; eUWY% ^ XQR^eQ fYcd_ e^Q^Y Q^Q aeU\Q] Q
` _be^ _] RbU Tudu] YQT_% Q aeU XQ U^WU^TbQ^ i _ b_TeZ_ Qcu] Y_ _% cY^U] RQbW_% dU^U^ e^` Q^bU i VQ] Q^bU T^dnd_ TUcu] Y_ _4
aeU dU^U^ e^Q^ Udd_% dU^U^ XQ] RbU Q^du TU aeU d^fYubQ e^ cUbaeU ce Q] _% aeU _ \UfW% _ bWU Qce V^ecd_% eY] ` bu cU bWU^` _bt_%
S_ ^TeSY_` _bt_ ^T_ ^TU aeY^U bQ4aeU SeQ^T_ cU] _fUQ% \cY] ` bu TY_ e^` Qc_ Q^du TU aeU U^ b] Ub` Qc_4aeU cU V^U S_ ^V SQRUj Q
` b] Ub_% cY^U] RQbW_% eY] ` bu V^U] sc Y_ _` bQ^du VQS_VQ4i Ucd_Q` UcdQ TU aeU ^` dU^U^ ^YS_VQ ^YSQRUj Qb_ ^cU bQ e^Q Y_ ` b^TU^SQ
U^ QRC_ jed_` QdQ S_ ^Qdb e^ fYQZb_ dQ Uc^Qe^ aeU e^X_] RbU SeId_% aeU t\] Y_ _` dU^U^ ^YW^e^Q ^S^W^ Y^TU Q TU e^Q^Y Q^Q S_] _cU
XQTQT_ Qe^Q SeU^dQ TU% ^e^SQ d^f_% eY^e^SQ TURU bQ dU^U^

8_] _lQ^S^w^`b] Ub^lQ^] U^SY^QT_ TUQSSW^Uc] ei YS^cYd^ndp%_b\ aeU Uc S_] `lUd] U^duT^ubU^duTUcW^W^SQT_`bW^Q TU\Q
`QCRbQ`:\cW^W^SQT_] sc XCR^bQ TU\Q] Y] Q^W^U XCR^Q f^eW^Q% Q^U S^cubQ^W^`]_f] Y^nd_ UZ^bS^Y TU`_Tub^aeU Uc f_je^dT%_ aeU Uc
U^UW^d TU\Qf_je^dT% cUed] Q U^U] Y] _cU^dT_ aeU XQSub^i] sc S_] x^] U^nd cUed] Q` Qd^cW^W^SQT^Qc QSS^`Uc U^nd^Qc` 6cuaeU U
`U^nd] Y^nd_ Uc Q] U^eT_ T^d^r^e^T_ TU\Q Qd^cQSSW^% S_`^U T^UcU_ i Qf_je^dT TU XQSub_`

6TU] sc TU UcdU cW^W^SQT_] sc XCR^bQ i S_ bU^S^Q TU\Q` QCRbQ TUQSSW^%Q^ _d^Qc] Q^U^Qc U^l^Qc aeU cUed] Q^Q` QCRbQ aeU c_ ^
] U^_c Q` b`_lQT^aeU Q^`dU^U^l^eW^QbU^U XCR^Q S_] x^ 6] U^eT_ cUed] Q` Qd^cW^W^SQT^e^S^U^d]_f] Y^nd_ lQ^dubQSSW^U^l^Qc
S_c^Qc Y^Q^Y] QT^Qc%_`^bUQSSW^Qe^`RZ^d i U^W^d` 6cU^eU T^S^U aeU U] eU^U TU e^bU_Z` Qd^Q^S^d^Q^c R^bU^Q SQTU^Q i b^eU^Qc4\c
b^d_c TUc_ l^aeU Q^S^d^Q^c R^bU^Qc` l^Q^d^c i _c s^bR_ l^Uc4i U^l^eUW^% Qd^Q^S^d^Q^c R^bU^Q] QTU^Q 6 f^U^S^Uc^%Q` QCRbQ Uc x^d` Qd^Q Y^T^S^Qb
]_f] Y^nd_c^Q^dubQSS^`Uc i U^l^eUj_c TU\Q U^ubW^Q^aeU cU f^U U^l^Qc S_c^Qc S_b` b^Q^Uc%_S_`Y^T^U^bQT_c Q^Rc_je^d] U^ndU^Uc` U^S^Q] U^nd
SeQ^T_ Ucd_c]_f] Y^nd_c` Q^U^S^U^c^bU^W^TU QW^e^Q S^Qc^Q Y^nd^Q aeU Ucd_ S^e^d`4` Qd^Q aeU dU^W^Q^e^` Q` b` Q^U^S^T_ TU Uc_c
]_f] Y^nd_c TU^eU^d_c SeU^b_c aeU c_`^_c U^W^d_c TU\Qf_je^dT` Q^b^Q^% U^l^eUj_c Y^f^Y^R^Uc TU\Qf_je^dT` D_b\ d^nd^%Q
W^d] U^ndSSW^TU\^S_b^Qc`_` U^bQSS^`Uc TU\Q` Y^T^bQ^Y] s^% TU_c W^bW^Q_c U^t S^b^S_c^eU^l^Q] Q^l^Q QSSW^TU Ucd^Qc S_c^Qc` M^Q f^U^S^Uc^%Q
`QCRbQ QSSW^cUed] Q` Qd^cW^W^SQT^U^U^bS^Y TU` U^nd] Y^nd_ TU f_je^dT U^Y^S^Y^QSSW^3`_b\] U^nd^T_`Q] Q^b` T^Q^b^Y^S^Y^Q^T_`%
T^Y^S^Y^Y^W^U^U^W^% cU`^U^W^Q^eU TU c^bQ f^U^S^Uc^%Q] QT^Q^Q^Q^S^d^QSSW^4Q^e^aeU] sc b^d^Q] U^nd #Q] U^_c aeU cUQ`_`b^W^c_V_c i
] U^d^W^c^S_c\$aeU U^SeQaeU^bQ TU_c_d_c cU^dT_c`

Dub_ lQ` QCRbQ`e^SQcU ecQ U^U XCR^Q f^eW^QbU^UcU cU^dT_`%aeU Q^T^Y^Q^Q^] Y^nd^Qc` _ecQ^U^%Uc T^U^S^% Qd^Q U^U^bS^Y TU Qed` d^U^d^b] Y^ndU
TU\Qf_je^dT% e^U^l^eUj_ TU Q] Q^aeU c^bW^Uc^Y^`Y^W^e^Q S_`U^h^W^`U^S^Uc^Qd^Q S_`^SeQaeU^bS_cQaeU Q^d^U^S^U^T^U G^Y^e^X_] R^bU XQSub QW
f_je^dT^bQ] U^nd^% S_] _U^U^W^d_ TU ce U^U^S^W^%Q S_`^d^neQSSW^W^U^U cU^dT_] sc `b`_Y^% S_] _lQ` QCRbQ Uc] sc bW^W^Q i TU ec_ S_] x^%eU
T^S^U aeU Q^S^d^Q^4` U^b_c y^Uc U^U^S^W^`_`_b^f_je^dT TU c^bQ^ed` d^U^d^b] Y^dT_%`^4cY^cU` eU TU S_`U^S^d^bS_`^_ Q^d^b^Y^b^W^U c^U^W^ XCR^bQ^4i Q^cUQ
U^U^W^d_ TU S^U^b^d^U]_dT_] sc l^eU^bU^% QW^e^Q S^Qc^Q Y^nd^U^S^Q^%_`cU^d] Q U^S_`^c^T^U^bQSSW^U^U cU^dT_ TU\Q` QCRbQ M^c^hQ` QCRbQ QSSW^
cUed] Q QCR^bQ^bQ] U^nd`_b^QW^e^`c X_] R^bUc TU_d^Q] Q^U^Qc` Qd^cQ^b^Q^S^U^bQ^W^`U^aeU] Q TU\Q] U^d^W^c^S^Q_ lQ]_b^Q^T^Q^T^%Y^W^U^`QW^e^` U^nd
`eU TU c^b^bQ`_`Q^R^U] U^nd l^e^T^Q^T^U^`d^ec_ TU Ucd^d^d^b] Y^_% Qd^Q` b^R^Q^b^SeQaeU^bS_cQ^U^b_c^e`b`_Y`_l^Q^S^U^b D^Q^Q^_c d^W^W^c i W^W^c_V_c
U^t^b^W^S^Q] U^nd` Qd^Q Y^nd^Q^bQ^d^U^c QW^e^` U^nd_c^%_] _c^Y^eU^Q^c^e^W^S^U^nd^Uc` Qd^Q`_i Qbi TU]_c^d^Q^b^d^T_ e^U^aeU] Q TU\Q W^_c_ W^Q]_b^Q i Q
T^Y^Y^T^Q^T^%Uc c^T^eT^Q` Qd^Q U^b^W^e^`U^T^W^S^Y`_`_Tub_c_ U^l^Q^Q^U^Q^%] sc R^U^U^e^Q^c_] R^bQ M^Qe^aeU` eU^T^Q^Q^X_ b^Q^d^f^U]_b^Q^S_c^d^] R^bU^eU
XQ^S_`f^U^dT_ U^`Q^b^Q` Qd^Q S_`^d^neQSSW^e^d] Qb^Q` QCRbQ U^UcdU cU^dT_`%e^Y^Uc aeU` eU TU^l^Q] Qd^U e^cU^dT_`_cW^W^SQT_%_ aeU Uc
Y^S_] `Q^R^U S_`^U^l^Q] Y] Q^%c^Y^U] R^Q^W_ Ucd_`^_ TU] eUcd^Q aeU Uc QW^Q^T^Q^R^U^Q^Q^c`^_S^Y`Uc` Q^b^Q^Uc`_c X_] R^bUc dU^U^TU^l^Qc S_c^Qc%_ aeU
^`_eU TU^c^b^SeQaeU^bS_cQ U^l^Q S^U^QSSW^aeU TU RU^Uc`_`^Tub^d^cW^W^SQT_` M^Qe^aeU Q` U^Q^Q^Q^U^h` U^bU^S^Q^e^Y^U] R^Q^W^%Q^f^U^b^Q^T^Uc aeU
c X] R^bUc Ucd`^d^r^l^U^c TU U^h` U^b] U^nd^b^SeQaeU^bS_cQ` Q^U^S^T^Q^e^Y^ aeU Uc Y] `^_c^R^U` Qd^Q U^_c dU^ub^SeQaeU^bS_`S^U^S^W^TU^l^Q] Y] Q
D^Q^Q^_c d^W^W^c i W^W^c_V_c U^t^b^W^S^Q] U^nd` Qd^Q Y^nd^Q^bQ^d^U^c QW^e^` U^nd_c^%_] _c^Y^eU^Q^c^e^W^S^U^nd^Uc` Qd^Q`_i Qbi TU]_c^d^Q^b^d^T_ e^U^aeU] Q
TU\Q W^_c_ W^Q]_b^Q i l^Q^T^Y^T^Q^T^%Uc c^T^eT^Q` Qd^Q U^b^W^e^`U^T^W^S^Y`_`_Tub_c_ U^l^Q^Q^U^Q^%] sc R^U^U^e^Q^c_] R^bQ M^Qe^aeU` eU^T^Q^Q^X_ b^Q^d^f^U
f^U]_b^Q^S_c^d^] R^bU^eU XQ^S_`f^U^dT_ U^`Q^b^Q` Qd^Q S_`^d^neQSSW^e^d] Qb^Q` QCRbQ U^UcdU cU^dT_`%e^Y^Uc aeU` eU TU^l^Q] Qd^U e^cU^dT_`_`
cW^W^SQT_%_ aeU Uc Y^S_] `Q^R^U S_`^U^l^Q] Y] Q^%c^Y^U] R^Q^W_ Ucd_`^_ TU] eUcd^Q aeU Uc QW^Q^T^Q^R^U^Q^Q^c`^_S^Y`Uc` Q^b^Q^Uc`_c X_] R^bUc dU^U^TU^l^Qc S_c^Qc%_ aeU
TU^l^Qc S_c^Qc%_ aeU ^`_eU TU^c^b^SeQaeU^bS_cQ U^l^Q S^U^QSSW^aeU TU RU^Uc`_`^Tub^d^cW^W^SQT_` M^Qe^aeU Q` U^Q^Q^Q^U^h` U^bU^S^Q^e^Y^U] R^Q^W^%Q^f^U^b^Q^T^Uc aeU`_c

G^Y^X^Q^ aeU` RZ^d^Q^b^aeU l^Q QSSW^`i lQ` Q^W^c_`^` QCRbQ` Y^T^eT^Q^R^Uc TU e^Q cW^W^SQT^W^S_`^d^bQ^4D^ub_c^e`_`^U^b^aeU U
Q^W^U^d^U^`ce QSSW^%U^d^S RQZ_ U^`_Tubi lQ^Y^eU^S^Q TU QW_ Y^nd^c^U^S_`%Uc` Qd^Q S_`^e^T^bQ^l^Q QSSW^`i lQ` Q^W^c^% XQSub
aeU lQ] Y] Q S_c^Qb

FUc`_~T_%aeU\QSSW~i\Q`QcW~c`~eYTeTQ%QaeUcUedYQ`QfUSUc%Qc`QQRbQcTUCWYWSQSW`_eUcdQ4`Ub`_S_]_`
cWYWSQ`T`UhYdW`SQc`_`eUcd`c%Ub`cW`VQc`bUQSY`Uc`_`eUcdQc`@Qc`QQRbQc`SQecQi`UWUd`c`_`^d`b`Y`_c`TU\QcWYWSQSW`
`eUcd`4`Ub`%eYU]`RQdW`%eYQW]``aeU%`_]`Y`_]`_`eUTU`Q]`Y`_]`_`dU`_]`_`%~T`WUW`dUc`Qc`Ud`c`i`bUQSY`Uc`%UbQ\QfU]`SQecQ
i`UWUd`%Ucd`_`^`f`Q`Q`bUc`e`d`Q`b`aeU`S`_`~e`T`b`Q`V`c`d`b`Y`_`c`:`\`Q`Q`e`UTU`c`Ub`d`Q`d`Q`d`Qi`_`QcY`Q`U`~`Q`]`Y`]`Q`S`_`c`Q`U`T`WUW`dUc`
Qc`Ud`c`4`Q`d`Q`S`_`^`bUQSY`W`Q`e`Q`S`_`c`Q`%`_`QcY`Q`S`_`^`bUQSY`W`Q`_`d`_`@`Q`Q`R`b`Q`_`QcW`%`e`Q`T`_`c`U`c`d`Q`R`U`S`U`U`_`_`_`c`S`W`Q`I`Q`
Q`S`W`%`_]`sc`R`U`_`Q`d`f`U`U`c`c`%`_`Uc`]`sc`aeU`e`^`Q`d`U`d`B`c`W`Y`WSQ`~Y`W`K`^`U`W`U`d`_`SQecQ`%`Y`Y`V`e`Q`U`h`c`d`W`SQ`_`b`_`Q`4`_`Ub`_`Uc`_`
]`Y`]`_`S`_`^`Q`_`QcY`Y`Q`T`%`_`e`^`c`Ub`_`QcY`_`%`_`e`^`c`Ub`Q`S`Y`_`Q`T`_`_`_`b`Q`W`_`_`@`_`S`e`Q`Uc`e`Q`]`U`b`Q`bUQSY`W`TU`e`Q`S`_`c`Q`Q`e`Q`_`_`d`W`SQ`_`
V`e`U`b`Q`U`Z`U`S`Y`Q`_`_`b`Q`W`e`Q`SQecQ`%`_`b`T`e`S`b`Q`W`K`^`U`W`U`d`_`U`^`t`_`_`U`^`U`Q`M`I`Q`Q`S`W`%`e`Q`T`_`Uc`d`S`_`bU`S`d`Q`]`U`W`d`Q`e`c`d`Q`T`U`_`_`_`c`S`W`
Q`I`Q`_`QcW`%`_`Q`_`QcY`Y`Q`T`%`Q`_`U`h`Y`d`W`SQ`bU`Q`4`_`_`Uc`_`]`Y`_]`_`S`_`^`e`Q`Q`S`W`%`e`Y`_`aeU`Uc`e`Q`]`U`b`Q`bUQSY`W`3`Uc`U`Q`d`f`U`U`c`c`TU`
Q`W`_`U`_`_`d`Q`S`_`c`Q`%`e`Y`T`_`V`Q`bUQSY`W`_`_`e`Uc`d`Q`I`Q`_`d`Q`Q`c`Q`R`U`b`e`Q`bUQSY`W`TU`_`_`T`U`b`%`_`V`e`U`b`Q`U`Z`U`S`Y`Q`_`_`b`Q`W`e`Q`SQecQ`X`Q`S`Q`_`d`Q`
S`_`c`Q`%`aeU`Uc`U`d`Q`]`Q`T`U`U`W`U`d`_`TU`aeU`Q`U`U`b`W`Q`_`9`U`X`U`S`_`%`Q`_`Q`Q`R`b`Q`Q`S`W`c`U`e`d`Y`Q`S`_`^`V`U`S`e`U`W`SQ`_`Q`d`c`W`Y`WSQ`b`Q`W`_`_`
]`U`b`Q`]`U`W`d`bU`Q`d`f``%`Ub`]`sc`Q`R`c`_`e`d`Q`%`e`Q`U`h`Y`d`W`SQ`bU`Q`4`S`_]`_`S`e`Q`T`_`T`U`S`Y`_`_`c`e`Q`Q`S`W`4`S`e`Q`T`_`_`^`c`U`e`d`Y`Q`I`Q`_`Q`Q`R`b`Q`
d`Q`c`Y`Q`%`Ub`_`Q`R`c`_`e`d`Q`]`U`W`d`f`U`c`TU`X`Q`S`U`Q`W`K`^`]`_`f`Y`_`Y`U`d`_`_`U`Z`U`S`Y`_`TU`S`e`U`b`_`_`_`TU`Q`]`U`W`d`e`Y`~Y`V`e`Q`bUQSY`W`S`_`^`S`e`Q`ae`U`b`
`R`Z`d``_`U`W`U`d`_`%`d`Q`S`_]`_`c`U`e`d`Y`Q`_`_`b`_`_`d`Q`d`_`%`_`Uc`_`_`b`_`_`Q`]`U`W`d`_`S`_`_`d`Q`b`_`TU`Q`_`QcW`%`aeU`_`b`Y`Q`d`Q`]`U`W`d`_`_`c`W`Y`WSQ`~Q`T`Q`
Q`R`c`_`e`d`Q`%`e`Y`_`aeU`c`Y`_`_`U`]`U`W`d`V`Q`bUQSY`W`TU`c`Ub`U`Z`U`S`e`d`Q`T`_`c`_`M`_`_`b`_`_`d`Q`d`_`%`e`Y`Q`_`Q`Q`R`b`Q`Q`S`W`c`U`Q`x`d`U`^`U`c`U`d`f`_`_`bU`Q`d`f`_`%`d`_`]`_`%`
Q`S`_`_`d`re`Q`S`W`%`Q`Q`S`W`%`i`V`Q`_`QcW`~c`_`^`c`W`_`T`_`c`_`bUQSY`Uc`S`_`_`d`Q`b`Q`c`_`M`^`_`Uc`_`Q`R`c`e`b`T`_`ce`_`_`^`U`b`ae`U`Q`c`_`bUQSY`Uc`S`_`_`d`Q`b`Q`c`
`e`UTU`^``U`d`U`U`S`U`b`Q`I`Q`]`Y`]`Q`S`_`c`Q`Q`I`Q`]`Y`]`_`d`U`]`_`_`%`d`^`b`Uc`_`U`S`d`_`Q`T`U`W`U`d`Uc`S`_`c`Q`c`_`D`_`b`_`_`d`Q`d`_`%`e`_`_`^`U`b`ae`U`X`Q`_`Q`d`c`_`TU`Q`I`_`Q`
``b`U`S`e`Q`e`^`X`]`R`bU`c`U`]`e`U`f`U`T`U`V`_`b`Q`_`Q`f`_`_`e`^`d`Q`b`Q`%`_`Q`S`k`Q`c`_`R`bU`_`c`_`_`R`Z`d`_`c`%`_`_`b`_`T`e`S`U`U`W`U`d`_`c`_`ae`U`Q`x`^`U`_`c`_]`Y`]`_`c`_`_`^`_`c`
U`W`U`d`_`c`TU`Q`W`e`Q`_`d`Q`S`_`c`Q`%`_`U`^`U`ae`U`U`Q`I`_`Q`]`Y`]`Q`Uc`_`_`R`Z`d`_`TU`Q`W`_`ae`U`Q`S`k`Q`c`_`R`bU`%`_`ae`U`Y`V`e`i`U`^`ae`U`%`_`_`U`^`Q`R`c`_`e`d`
S`_`_`~e`T`b`Q`S`W`%`i`_`_`QcW`~c`Y`U`]`R`Q`d`W`%`Q`c`_`Q`Q`R`b`Q`_`e`UTU`^`c`Ub`Q`T`U`S`e`d`Q`T`Q`]`U`W`d`TU`c`W`Y`WSQ`SW`_`_`e`Uc`d`Q`3`_`e`UTU`c`Ub`d`Q`_`bU`Q`i`
f`U`b`Q`T`U`Q`T`W`U`W`SQ`U`W`d`U`Q`S`e`Q`b`i`_`TU`c`Ub`SQ`ec`Q`T`_`c`_`P`Q`S`e`Q`Q`%`Q`e`^`ae`U`T`U`R`U`]`_`c`ce`_`_`^`U`b`ae`U`U`Q`I`_`Q`Uc`_`V`Q`]`Y`]`Q`Q`d`Q`_`U`^`Q`f`_`_`V`S`W`%`
i`Q`ae`U`X`Q`_`U`W`d`f`Y`V`b`i`_`c`Ub`Q`S`U`U`b`Q`T`_`%`_`X`U`S`X`_`_`Q`d`Q`f`Y`V`B`_`Uc`]`sc`e`Q`S`_`_`d`Q`T`W`S`W`%`Q`d`Q`ce`_`_`^`U`b`ae`U`Q`Q`S`W`~`e`UTU`c`Ub`U`
U`W`U`d`_`TU`Q`W`e`Q`_`d`Q`SQ`ec`Q`%`Q`T`U`]`sc`TU`Q`W`U`d`_`_`c`Y`T`_`ae`U`_`c`_`Q`S`d`_`c`%`ae`U`ce`_`_`_`U`b`%`ae`U`Q`f`Y`Q`_`e`UTU`c`Ub`U`U`W`U`d`_`TU`Q`W`e`Q`_`d`Q`
SQ`ec`Q`%`Q`T`U`]`sc`TU`X`U`W`Q`T`_`%`_`U`c`Ub`ae`U`f`Y`Q`c`%`~`Y`_`c`_`ae`U`Q`f`Y`Q`Uc`_`_`R`Y`W`Q`T`_`_`Q`c`Ub`

@`aeU`X`Q`_`U`f`Q`T`_`Q`_`c`X`]`R`bU`U`^`Uc`d`Q`_`_`S`W`Y`S`_`_`c`Y`d`U`d`TU`Q`Q`S`W`%`e`Q`T`_`_`c`U`Q`_`V`S`Q`Q`I`Q`f`_`_`V`S`W`%`d`_`]`_`_`c`Y`e`U`b`Q`Uc`U`^`SQ`_`_`Q`d`Q`Uc`d`
Q`S`W`~`Y`d`U`b`Q`%`ae`U`U`Q`W`U`d`TU`R`U`c`Ub`Q`e`d`_`_`S`T`U`d`b`_`Y`Q`T`_`_`U`^`U`]`Y`]`_`%`_`ae`U`Q`f`_`_`e`^`d`Q`T`TU`R`U`c`Ub`Q`SQ`ec`Q`TU`Q`]`Y`]`Q`Q`e`U`_`_`b`_`R`Q`R`U`]`U`W`d`
Uc`d`_`%`d`ae`U`%`U`W`K`^`U`c`U`d`f`_`_`TU`Q`X`e`]`Q`Y`Q`T`%`_`U`ec`_`S`_]`x`^`TU`Q`U`W`Y`Q`%`Uc`Q`c`Uae`U`%`d`_`^`b`Uc`_`U`S`d`_`Q`I`Q`c`Q`S`Y`Uc`_`U`h`d`U`Y`_`b`Uc`TU`_`c`
X`]`R`bU`c`%`ae`U`c`_`^`_`c`_`ae`U`U`^`e`^`_`b`R`S`Y`Y`_`_`TU`Q`S`e`U`b`T`_`S`_`^`U`ec`_`_`f`e`V`Q`b`i`_]`sc`c`U`d`f`_`_`b`_`_`Y`_`TU`Q`_`_`Q`Q`R`b`Q`%`e`UTU`^`]`Y`Q`^`Q`S`Y`Uc`_`_`@`c`
X`]`R`bU`U`^`Uc`d`_`c`_`_`^`Q`e`d`_`_`S`T`U`d`b`_`_`%`Q`e`d`_`_`S`T`U`d`b`_`_`Y`Q`T`Q`%`_`ce`f`_`_`e`^`d`Q`T`_`_`^`Q`SQ`ec`Q`TU`_`c`_]`_`f`Y`_`Y`U`d`_`c`TU`ce`c`_`S`e`U`b`_`_`c`%`_`Q`c`_`S`_`c`Q`_`U`h`d`U`b`Q`c`
ae`U`c`U`X`Q`S`U`4`_`_`b`_`_`ae`U`Q`]`U`^`_`c`_`ae`U`_`c`X`]`R`bU`_`_`X`Q`W`Q`^`f`_`_`e`^`d`Q`b`Q`]`U`W`d`i`_`TU`U`U`S`S`W`%`_`Q`Q`S`W`~`c`U`T`U`d`b`_`Y`Q`_`_`b`ce`f`_`_`e`^`d`Q`T`
Q`U`d`S`U`T`U`d`f`_`_`Uc`TU`Q`S`W`~`_`X`Q`S`U`T`_`TU`Q`c`_`e`i`Q`c`_`9`U`Q`X`Uae`U`Q`W`e`^`c`]`U`d`Q`U`c`S`_`X`Q`^`S`_`_`T`e`S`Y`_`_`Y`_`_`b`e`T`U`d`U`]`U`W`d`%`Ub`_`ae`U`ce`_`_`U`b`^`
Q`R`c`e`b`T`_`_`%`e`_`_`^`U`b`U`^`c`U`]`Y`]`_`_`U`^`bUQSY`W`S`_`^`Q`f`_`_`V`S`W`%`ae`U`Uc`d`_`d`Q`]`R`Y`^`TU`R`U`c`Ub`T`U`d`b`_`Y`Q`T`Q`_`_`b`Q`f`_`_`e`^`d`Q`T`4`ae`U`X`Q`TU`c`Ub`
T`U`d`b`_`Y`Q`T`_`_`_`b`Q`f`_`_`V`S`W`~`Q`U`d`S`U`T`U`d`f`_`_`d`_`]`U`]`_`f`Y`_`Y`U`d`_`TU`S`e`U`b`_`_`Uc`4`_`_`d`U`^`U`T`_`_`U`^`S`e`U`W`d`Q`S`_`_`d`Q`T`W`S`W`~`ae`U`Y`_`_`V`S`Q`

Dub_ Uc] ei UFYTU^dU%aeU U^Q TEdrS^w^ U dQw^SQU^dU\Q QSSw^i \Q`QcW^%Qe^aeU XQSU dU] ` _ aeU cU S_ ^fYUdU^U^S_] x^i \Q] _TQ U^WU^UdQ%\$TUR^T_ SeYTQT_ ^_ cU XQ\UFQT_ Q S_ ^V b] QbU\U^V^QZU TU\Q ^QebQ Uj Q TU\Qc S_ cQc% ` QdQ SeQaeYUbyTUQc TEdndQ: i S\QdQ 46S_] _ \ Uc U^_d_c d b] Y_c V\ cW^S_ c% U dQw^S_ c Y^e] U dQRUc%aeU cU edY Q U^UcdQc T^` edQc4aeU XQ _SQcY ^QT_ YU^ bUcQRU TYWSeIdT%6_ ^d^S^w%ub bi S_ ^V^cW^

M`_b\ dQ^d% b RQRUj U^dU%U\UWwQ` U^cQbaeU U dQ YS_] ` QdRU S_ ^\Q ^USUcYTQT TU QSSw^% QaeU Ucd_c d b] Y_c cU Q\^S Q^Q f_je^dT: ^` b] UbleWQ%Ucd_c d b] Y_c%Q QSSw^i \Q ^USUcYTQT%U SQj RQ^TU ce cU^dT_ bW^Q%6_] _ cW^W^SQT_ \Q QSSw^UhdUy bi \Q\Yj YQSSw^f_je^dTQ%#U^YQaeU U^YTU^dUj U^dU%_ aeU cW^W^SQTaeU c_ ^YS_ ^cYdU^dUc%` QdQ cW^W^SQTaeU cU dQc S_ cQc%Q cQRUB @d f_ \S W^U^cU% \Q SubUj Q TU\Q UhdU^S Q MSeQT_ cU XQSU U SQj RY_ TU\Q cW^W^SQTaeU cU dU^U SeYTQT_ TU XQSubS_ ^SUCY ^Uc i bUreSS^ ^Uc Q b_ ^YTQc ` QdQ\Q TYWU^S Q TU cU^dT_ 4` Ub_ Qc^Qcu\Qc] Yc] Qc S_ cQc aeU cU QdRei U^Q\Q QSSw^e^g QdX i \Q ^USUcYTQT% U^U^ ^eUf_ cW^W^SQT_ TU\Qc ` QQRbQc%aeU U^YTU^dUj U^dU ` UhdU^S UQ^QU\ c U^ce ` b] UbcU^dT_ 4i ` _b UcdU] _d^_%Qc] shY Qc cU UcdQRUSU^cY ^V^e^Q RQcU bUQ%6_] _ cY^eUdQ^Qc] sc S UhdQc f U dQTUc i ` _b\Qc UhdU^S Qc] sc U^YTU^dUc TU\Q b] w^

Dub_%Y Uj RQbW_ U^T bW^SQ U^dUaeU cUj Q^dU^U^aeU_ aeU Uc ^USUcQbY ^_ ^eUTUaeU` b_ ^Qj U^dU cU\Qj Q\Q QSSw^% aeU e^Q QSSw^ ^USUcQbQ Uc e^Q S_ ^dTQ^SSw^e^Y Uj RQbW%Uc ` b RQRUaeU XQj ` _S_ c dU\ W\ c Qd Y^Q^_c%aeU%YcU dQdVQV ^T_ %dU^TbQ\Q ` _cY^YTQT TU Ucd_c ` bRSY Yc` : _c ` U d YU^aeU 9Yc Uc%U^U cU^dT_] sc UUFQT_ %e^cUbQSDf_% \Qj sc QdQ^U^U^TU\Q fYTQi \Q QSSw^i ^_ cU ^UWQ% b RQRUj U^dU%aeU_ c aeU c_ ^\Qj QT_ c Qsd_c TU ZcdS Q\Q cQ^dTQT i \Q WU^YTQT TU 9Yc%e^ f U dQTU bQ i ` b_ ^Qj U^dU Qsd_c TU 9Yc% 9Yc Uc U^ bUQYTQT e^ QW^U^TU cQ^Q U^U\ c4i %e^Y Uj RQbW%6_ ^Uj %e^ f Q^Q ^UWQ%aeU 9Yc ^USUcQbQj U^dU QsdQ S_ ^ZcdS Qi S_ ^f U dQT% aeU Uc Yj ` _cRU^ QdQt\Q SdQbY ZcdQj U^dU i _ ` b_ VQ^`

GUSSU^ ㄱ

@Qc bQ_ ^Uc ` _b\Qc aeU QV^e^_ c ` Y^cQ^ aeU Q S_ ^dQY TU cU^dT_ S_] v^% QdQc^ ` _U bQaeU\Qc S_ cQc aeU c_ ^ ^USUcQbQc% dQdQcUbT^W_ TU SeQaeYU bQQRQj Q_ \Q Se\` Q

: ^QRe^TQ^SQ cU QVj Q U Y^cdVQ\ c U cSbd bUc Qd Y^Q^_c%aeU Uc S_ ^dQY_ Q cU^dT_ S_] x^% \Qc ^_SY ^Uc ^QebQ Uc i dU] _bUc TU \QXe] Q^YTQT% QdQce` _ ^Ub\ S_ ^dQY_ TU_ aeU\Q ^USUcYTQT #_ XQSU^T_ TEdrS^w^U^dU ^USUcYTQT ^QebQ i] _bQ\$Uc YS_] ` QdRU^6_ ^\Q fY^T i U fY^Y %U\ W\ i \Q SU^celQ%Q bU S_] ` U^cQi U SQc dW^ Mcec QbW^ U^d_c Q ` QdQbTU QXucU XQ^ dQ^ ^QT_ U^VWQ^] UTYTQ4i XQ^cY^ _^ e^` _S_ TUCS_ ^SubQ^dU ` QdQ] eSX_c%aeU XQ^cY^ Qj WQRU Q\Q f U dQT%Q^ S QdQj U^dU bUfUQT_ U^ \Qc GQWQTQc: cSbdQc3cU XQ^ QdUSY^ Q U\ c bUQj U^dU TYW^Y^TU S_ ^SYQbT_ SdbQc SQfY^edQc S_ ^\Qc ^_SY ^Uc S_] x^] U^dU\ c X_] RbUc dU^U^TU\Q ZcdS Qi \Q UaeYTQT M\Qc f U dQTU bQc bQ_ ^Uc TUaeU` QdUSU^ cUbUcd_c \ c aeU cW^eU^

>9UXUX_%Uc e^T^SdQT_] ei cYj ` \UTU cU^dT_ S_] x^%aeU\Q ^USUcYTQT ^QebQ Uc d dQj U^dU YS_] ` QdRU S_ ^cW\ QQRQj Q_ \Q Se\` Q GY^ c X_] RbUc XQSU^S_ cQc aeU U^cu] Yc] Qc c_ ^] ei ReU^_c%U^S_ ^T^SY ^Uc TU cUb dQT_ Q ` QcQ% UW S_d c] ei WYj %QTU SeQTQj U^dU S_ ^dQ ce f_je^dT% ^_ ^eUTU^U^YQ4_ XQSubQc TU e^Q

\Q^USucYQT TUaeUlc cY^ce f_je^dT% S_ ^_c aeUce f_je^dT ^_ dU^U^~YVx^YdUt c_ \Q_S_~UhW^4Ud^~SUC Uc e^TbSdT_ \Q^ebQTUcU^dT_ S_] x^%aeU^ _Uc ^YV^~QTUcec fYbTuc%Y^YVx^RYU^] _bQ_U^U\ c4i aeU^ _c_ ^ TWW_c TUcUbU5_] ^U^cQT_ _ Q^QRT_ % U^QRc_led_ Ucd] QT_% ^bQT_% cubaeUbT_ U^UcQSeUdQ M%_b_dQ `Qdu%aeUcY^Q YbQ aeU TU\Q^USucYQT%aeU XQSU^UcQc S_cQc aeU U^cu] Y] Qc c_ ^] ei YVUy i `Ub^SY_cQ% \Uc XQSU^` _baeU^ _eUTU^UFYQ_ 4Q^USucYQT Uc dQ%aeUlc d_T_ \ aeUe^ _cYf Q^QU\ _c_ ^4i \QbQ w^TU` _baet cUXQSU^%uc` _b^USucYQT% ^_ TUce f_je^dT3Uc e^TbSdT_] ei cY `UUTUcU^dT_ S_] x^%aeU^ _c_ ^U^QRc_led \QSe\ Q4^ XQ f^SY^TUUSd_] Q_] _bQ_U^QRc_led_ U^U XUSX_ UUSd_4^Yc_ ^\c aeUS_ ^cddei U^` _b_ dQd bbaeUbQ^U^] Q^UbQ QV^~QTWW_ TUcUbSQcdWQT_%

9U\Q] Y] Q] Q^UbQ^YQc S_cQc%U^U\c_] Y] _c ReU^_ci TUCUQRUc%e^QRc_led] U^dY] ` _cRYU^S_ ^e^QY] ` _cRYXTQT ^QebQ%QbQ w^e^YUcQ TU\QXe] Q^YTQT U^cUwQ%aeUlc d_dQ i `UbUSd] U^dU^hSecQc` Utc_~Qc U^ce ^_ XQSUBQc'

MdQ] RY^Uc e^TbSdT_ \Q^ebQTUcU^dT_ S_] x^%aeUcYU XQSUBQc S_cQc U^cu] Y] Qc ReU^Qc% UFYQbQc S_cQc U^cuU] Q% ^_ Uc QRc_led] U^dY] ` _cRYU^S_ ^e^QY] ` _cRYXTQT d^~QebQ%Ub_] ei TYbSY%S_ ^e^QTWbSedQT ^QebQ%Uc TUSb^e^QTWbSedQT Q^Uc TU% ^_ U^dT_c S_~Yc dU^U^%Qf_je^dT i \QYSYQSW^] Y] Q% b^eUS_ ^d^eQbQcU^T_ U] Y] _%TUQbaeU\QYSYQSW^ cUQ\ aeUaeYUQ4QS_ ^d^eQSW^%Q^UWVU^SDe_] Y^W^TUe^Q` Utc_~Qc ZcdWbSQTQ U^QV^~Q] UTYQ%Qe^aeU^ _U^ce d_dYQT4ce` USQT_ cUQWQfQ] U^_c aeUcY\ aeUXQ aeUXQSUB^eUbQ^S^ M^cYU^eVbQTUWbSedQTUc i _RcdSe\c%aeUXQ e^Q` b` U^cW^S_ ^dQbQ ^QebQ U^U UcdQT_ TU\Qc S_cQc Q\ aeUXQ aeUXQSUB% U UUSd aeUt\ dQZ Q` QcQ%QRcdQT_ TU SeQaeYUbS_ ^cYUcQSW^TU\QYSYQSW^TU S_bQ w^4Qe^aeU\Qd^TU^SQ^ _cUQd^VbQ^TU S_] _` QbQ UaeY QUbQe^Q^USucYQT ^QebQ%e^U] RQbW^%Y^T_ QV^~c QSUBQ] YUd QU\Q%_b\ aeU\QXQSU\ ReU^_cUb] ei] eSX_ TU UcdQd^TU^SQ ^QebQ U^ U UcdQT_ TU\Qc S_cQc%] ei ` _S_ TUE^Q ReU^QYSYQSW^4Ud^~SUC Uc e^TbSdT_ TUcU^dT_ S_] x^%aeU^ _Uc dQd U] U^_b fYbT U^ _aeUcUXQSU4i _ aeUlc] U^_c\ QRUI bU5_] `U^cQRU @bQ w^Uc cU^S\Q^QcQRUB TURIT_ Qe^Q` b` U^cW^ _d^TU^SQ ^QebQ%Uc e^Q^Q b^hY QSW^Q^Q^USucYQT ^QebQ4i SeQd_] Q_bUc \Q` b` U^cW^%Y^T_ dQd SeQd_] sc SUBQ Ucd U U^V^aeUTU\Q^USucYQT M%_bdQd_%_] _Q^USucYQT ^QebQ aeYQ_ cU SXUdQd TQfYbT%_b\ aeU UcdQd^TU^SQcU QSUBQ Qe^Q QR\SW^TU\QfYbT4Uc TUSb^aeU\QTYc] Yei U M%_b_d_ Q^T_ %TWbSedQT ^QebQ%U^U UcdQT_ TU\Qc S_cQc%Uc e^ U^V^aeUTU Y] ` _cRYXTQT ^QebQ MS_] _tcdU^SeQ^T_ Uc S_] `Ucdi QRc_led^U^ce d_dYQT \UaeYQ\QSe\ Q^TU] _T_ dQ TWbSedQT aeYQ` Qdu TU\QSe\ Q% TYc] Yei USe\ Q4i XQSU aeU U Qsd bUQY QT_ QcUb] U^_c TWW_ TUSQcdW'

➤@cX_] RbUc%U^ce` b] Ubec_ TU\QcUc S_] _tcdQ%TURU^%_ `eUTU^%_ `eUTU UFYQ_ %_ `eUTU UFYQ_ %Uc ^USUCQ^%_% Y] ` _cRYU^S_ UFYQRU UYbUcYdRU% S%@cedY Q` Qd cW^YbSbe^Q^USucYQT TU\QY] YQSW^ _bUcdWbS^e^` b TeSd ^QebQ ^USucYQT_ Y] ` _cRYXTQT4_ QV^~Q^USucYQT TUaeU\Qf_je^dT ^_ dU^U^~QTQaeU XQSUBU^4aeU` eUTUcUb^eY_cX_] RbUc_ ^4i aeU` eUTUcUbce` _UaeUlc_] Y] _%TUQbaeU\Qc YSYQSY^Uc i TUCU_c TU\cX_] RbUc cUQ^ aeUaeYUQ^ : cUQ^_ TU d b Y_c%U^ce ec_ _bW^Q%e^` _W^%U^dTQc \Qc ^QSY^Uc%e^ ^bUQf_ c4UfQ^T_ U^ce cW^YbS^QSW^#5_] _ Q^Uc cUXQ _RcUfQT_ \$e^Q bUWbU^SQ_ bUc` USd Q QV^~S_ ^dQY f_je^dT^TUcU_ _UcUeb_ %aeU^eUce` _U^Uc%_ `eUTUcUb^U^U SQc_ ' H_T_c\cX_] RbUc cU U^SeUdQ^i S_] YUj Q^QU^S_ ^dQbU^Q` b] UbQ^YQ^SQ^aeUXQ Y^e] UQRUc S_cQc aeU^ _cU` eUTU^ XQSUB%_ aeU U\c TUCU^XQSUB

aeUTURUcUb%aeU^_`eUTU^UFYQbU\c%Q^QcUb%eYU\c_`^_`TucUQ^: c`QdUh`bucQbUcd`^USucYQT%aeU\cX_] Rbuc dQ`
`b`rd`i`dQ`Q] U^eT`cU^SeU^dQ`i`aeUdQ`WQ`TU] U^dU` `b`SY`Y`c`TU\c`Q`U`S`d`U`^`Y`e] U^Q`R`U`c`S`Q`c`%aeU`b] U`b`c`U`
V`b] Q`^`c`d`b] Y`c`i` V`Q`U`c`4i` U`c` `Q`d`c`W`W`S`Q`b`e`Q`^`USucYQT`dQ`%aeU`c`U`e`d`Y`w` `b`b] U`b`Q`f`U`j`%`aeU`c`U`e`d`Y`Q`^`S`^`] sc`
S`_`^`c`d`Y`S`Q`%`U`^`c`Q`e`^`d`c`S`_] e`^`U`c`TU\Q`f`Y`T`Q`4i` ^` `Q`d`c`W`W`S`Q`b`Se`Q`ae`U`b`^`S`W`^`] U`b`Q`c`b`S`Q`%`U`c` `U`S`e`l`Q`d`f`Q`i` Q`R`c`d`Q`S`d`Q`%`S`_] _`V`Q`
S`_`^`U`h`W`^`U`^`Q`^`Q`b`e`b`Q`U`j`Q`_`U`S`e`b`c`_`TU\Q`c`S`_`c`Q`c`%aeU`U`c`d` U`^`d`U`U`^`c`e`Z`b] i`U`^`b`U`^`S`Q`T`_`TU`e`^`Q`^`b`_`_`c`b`W`^`%`aeU`U`c`U`
V`e`^`T`Q`] U`^`d`_`TU\Q`f`U`b`Q`T`S`U`b`d`TU`ae`U`V`Q`^`b`_`_`c`b`W`^`4` `Q`d`c`W`W`S`Q`b`ae`U`^`Q`_`c`ae`U`U`j` `V`Q`^`Q`c`U`] Y`c`] _`c`U`^`Q`c`Y`f`U`c`d`W`Q`S`Y`^`U`c`
V`X`_`c`W`S`Q`c`U`^`U`^`b] U`b`_`b`W`^`i`V`Q`b`U`Q`S`Y`^`U`c`] U`b`Q`c`b`S`Q`c`i`TU`^`U`^`U`^`S`Q`c`TU\Q`c`S`_`c`Q`c`%Q`^`^`b`u`c`d`Q`T`_`U`c`d`c`d`b] Y`c`_`c`Q`V`Q`d`TU`
`d`b`c`D`U`b``S`U`S`U`j`_`c`TU`^`e`U`c`d`c`c`_`_`b`u`c`U`^`e`^`e`c`_`TU`T`S`X`_`c`d`b] Y`c`i` V`Q`U`c`d`d`Q`] U`^`d`U`T`W`b`U`^`d`U`U`c`d`%`S`_`^`e`^`c`U`^`d`T`_`
c`e`^`U`b] b`T`W`b`U`^`d`U`TU`Q`ae`U`U`^`U`^`ae`U`c`U`e`d`Y`Q`^`S`_] x`^` U`^`d`U`U`^`V`Q`S`_`^`d`f`U`c`Q`U`^`d`U`Q`b] Y`^`Q`^`c`i`S`Q`f`Y`^`d`c`^`M`c`U`^`T`_`%`S`_] _`c`U`
T`Z`_`Q`^`d`c`^`e`^`T`S`d`Q`T`_`TU`c`U`^`d`T`_`e`^`Y`U`c`Q`TU\Q`X`e] Q`^`Y`Q`T`%`U`f`Y`U`^`d`U`^`Q`d`^`_`c`_`d`c`d`Q`^`b`_`rd`S`_] _`U`j` `U`j`Q`] _`c`Q`^`U`^`Q`b`%aeU`V`Q`
^`USucYQT`c`W`W`S`Q`T`_`_`b`u`c`d`c`d`b] Y`c`_`c`%`U`^`U`c`U`^`d`T`_`U`^`U`^`ae`U`_`^`b] U`b`_`ae`U`Q`^`b`U`^`T`U`b`TU`U`^`c`%`X`Q`S`U`^`U`c`_`^`Q`c`U`h`S`e`c`Q`i`
V`R`U`b`Q`b] _`c`TU`d`T`Q`V`Q`d`_`S`e`^`Q`4`_`b`_`d`Q`^`d`%`e`U`c`d`Q`Y`TU`Q`TU`U`h`S`e`c`Q`R`U`^`U`c`_`Y`j` `U`S`Q`R`Y`Q`T`U`c`d`f`Y`S`e`l`Q`T`_`Q`U`c`d`c`d`b] Y`c`i` V`Q`U`c`
^`_`b`e`^`X`S`R`d`_`V`e`U`b`U`^`ae`U`c`U`^`V`S`Q`U`^`Q`Y`^`Q`^`S`Q`^`Q`^`b`_`rd`S`_] _`U`j` `U`j`Q`] _`c`Q`X`Q`R`I`Q`b`%`S`U`S`U`S`_`^`^`_`c`_`d`c`c`%`c`U`f`U`b`U`j`Q`T`Q`^`_`b`
U`^`e`c`_`S`_`^`c`d`Q`d`i`V`Q`S`_`c`d`b] R`b`U`%`Q`S`_`^`U`h`W`^`S`Q`T`Q`f`U`j`] sc`V`e`U`b`U`

@Q`S`_`^`U`h`W`^`X`Q`R`Y`b`Q`ae`U`U`c`d` U`^`V`Q`c`] U`^`d`U`TU\c`X`_] R`b`U`c`U`^`d`U`Y`^`Q`S`X`Q`R`Y`Q`T`i`U`c`_`c`d`b] Y`c`_`c`Q`^`d`c`] U`^`S`Y`^`Q`T`_`c`%`T`U`R`U`^`%`_`
^`e`U`T`U`^`%`_`^`e`U`T`U`^`%`c`^`USucYQ`^`%`j` `^`_`c`R`U`^`%`U`f`Y`Q`R`U`^`%`S`^`c`U`f`e`U`f`U`] e`i`V`e`U`b`U`4`_`b`ae`U`d`Q`^`b`_`rd`S`_] _`c`U`j` `U`b`_`c`X`_] R`b`U`c`
S`_] Y`^`j`Q`^`Q`e`c`Q`b`Q`b`Q`w`i`U`X`Q`R`I`Q`^`U`^`U`^`_`S`Q`c`W`^`TU`U`h`S`e`c`Q`c`U`^`T`U`V`Q`^`USucYQ`T`^`Q`b`e`b`Q`b`U`^`b`u`c`d`Q`T`_`_`b`u`c`d`c`d`b] Y`c`_`c`%`U`^`
^`e] U`b`_`c`_`c`S`Q`c`_`c`S`B`_`^`e`U`T`_`X`Q`S`U`b`_`4B`_`_`_`T`b`Q`Q`e`T`Q`b`U`M`d`T`Q`V`Q`X`e] Q`^`Y`Q`T`d`U`^`U`_`S`Q`c`W`^`S`_`^`c`d`Q`d`i`T`Q`b`^`ae`U`^`e`U`T`U`^`e`c`Q`b`
V`Q`U`c`U`^`U`c`d`U`c`U`^`d`T`_`%`Q`U`h`S`e`c`Q`c`U`i`_`d`b`c`%`U`^`S`Q`c`Y`d`T`Q`c`V`Q`c`^`b`U`_`S`e`^`Q`S`Y`^`U`c`TU\Q`f`Y`T`Q`%`^`b`u`c`^`U`S`d`_`Q`V`Q`c`T`U`S`U`S`Y`^`U`c`i`V`Q`c`S`_`c`Q`c`
ae`U`c`e`S`U`T`U`^`ae`U`^`b`U`_`S`e`^`Q`i`Q`U`S`d`Q`^`Q`^`_`c`_`d`c`] Y`c`] _`c`i`Q`_`c`TU`j`sc`%aeU`c`^`X`^`U`^`d`U`c`_`T`U`c`Q`W`Q`T`Q`R`U`^`Q`d`Q`^`_`c`_`d`c`_`U`^`c`%`
S`_`c`Q`c`T`U`c`U`Q`R`U`c`%aeU`^`_`c`_`d`c`e`_`d`c`_`9`U`c`^`Y`d`U`

E`e`U`e`^`c`U`b`Q`S`_`c`d`b] R`b`Q`T`_`Q`e`^`Q`e`^`W`^`TU`Y`TU`Q`c`T`W`b`U`^`d`U`c`^`T`U`c`TU`V`Q`^`b] U`b`Q`Y`^`Q`^`S`Q`^`%`Q`S`U`ae`U`V`Q`S`_`^`U`h`W`^`
X`Q`R`Y`b`Q`U`h`d`U`j`Q`T`Q`] U`^`d`U`V`e`U`b`U`c`%`S`_] _`c`Y`d`Q`S`_`^`U`h`W`^`c`U`T`U`R`U`Q`V`Q`^`Q`b`e`b`Q`U`j`Q`^`e`U`] Q`^`W`U`c`d`U`^`Y`e] U`b`Q`R`U`c`
S`Q`c`_`c`^`c`T`U`^`d`T`_`_`_`b`e`^`Q`S`_`^`U`h`W`^`TU`U`c`d`U`d`Y`_`X`Q`R`Y`b`Q`TU`V`Q`c`Y`TU`Q`c`%aeU`^`c`X`_] R`b`U`c`Z`U`j`TU`V`Q`W`Q`^`TU`j`Q`_`V`Q`
T`Y`c`d`^`S`Q`TU`^`c`_`R`Z`b]c`TU`V`Q`f`Y`c`d`Q`^`T`U`c`e`Q`^`Q`b`S`W`^`D`_`b`_`d`Q`^`d`%`e`U`T`U`R`U`Q`e`^`Q`S`_`^`U`h`W`^`U`c`d`Q`R`U`S`Y`T`Q`d`U`c`
^`b`^`S`Y`^`c`%`S`U`S`U`^`T`_`S`_`^`e`^`Q`^`U`c`_`^`Q`^`ae`U`Z`j`V`Q`Q`e`^`Q`] _`^`d`Q`^`Q`^`ae`U`f`U`Q`V`Q`c`T`Y`j`A`Y`U`c`9`Y`c`d`^`S`U`^`Q`c`U`b] sc`
W`Q`^`TU`ae`U`V`Q`^`Q`b`^`%`] sc`V`U`Z`c`ae`U`U`^`V`Q`^`TU`V`Q`] Y`c`] Q`9`U`c`^`e`c`TU`X`Q`R`U`b`c`Y`_`e`d`Y`Q`T`_`d`Q`^`d`U`j` `^` `^`Q`d`
e`^`U`c`U`Q`e`^`Q`T`Y`c`d`^`S`Q`i`] Q`W`^`Y`b`T`S`_`^`c`Y`T`U`b`Q`R`U`S`_`^`d`Q`^`Q`b`U`^`S`Q`^`_`c`X`_] R`b`U`c`Y`j`Q`W`^`Q`b`ae`U`U`c`^`_`b`e`^`T`S`d`Q`T`_`
TU`c`U`^`d`T`_`^`Q`b`e`b`Q`3] Y`^`d`Q`c`ae`U`^`e`U`b`Q`] e`i`TU`_`d`b] _`T`_`S`_`^`e`^`ae`U`d`U`Q`^`_`c`_`Z`c`b`U`S`Y`^`^`Q`R`Y`U`b`c`%aeU`X`Q`R`U`Q`
c`Y`_`S`U`W`3

8`e`Q`T`_`^`c`X`_] R`b`U`c`^`T`U`c`^`e`c`TU`X`Q`R`U`b`c`Y`_`d`Q`^`X`Q`R`Y`b`Q`T`_`Q`S`_`^`U`S`d`Q`b`Y`TU`Q`c`TU`Y`_`S`U`^`S`Q`_`Y`S`e`l`^`Q`R`Y`Q`T`S`_`^`d`U`U`c`d`b] Y`c`_`c`%aeU`V`Q`
e`^`W`^`^`Q`U`S`U`c`U`b`U`U`U`S`d`_`TU`V`Q`] U`b`Q`^`Q`b`e`b`Q`U`j`Q`^`U`^`U`^`Q`U`c`S`e`X`Q`b`_`c`] Y`c`] _`c`d`b] Y`c`_`c`ae`U`c`U`e`d`Y`Q`^`%`Q`^`b`U`^`T`U`b`Q`e`d`Y`Q`b`_`c`Q`c`U`
] Y`c`] _`c`%`U`^`e`^`^`b] U`b`_`V`Q`_`Q`] U`^`d`_`^`U`T`^`e`U`f`_`i`c`U`^`d`T`_`] U`b`Q`c`b`_`%`Q`d`c`W`W`S`Q`b`_`d`Q`] e`i`T`Y`c`d`Q`U`c`^`U`S`U`TU`^`USucYQ`T`%aeU`^`d`U`^`U`c`U`
d`_`TU`b`U`Q`S`W`^`S`_`^`e`^`Q`f`_`e`^`d`T`S`_`^`d`Q`Q`c`e`^`_`c`Q`R`U`i`U`c`e`U`j`_`4`Q`^`^`d`Q`S`W`^`TU`Y`b`U`^`b`S`X`Q`R`Y`Q`T`V`Q`e`b`Q`i`] Q`^`W`U`c`d`Q`_`b`u`c`d`U`] U`T`Y`%`U`c`
T`U`S`Y`%`_`b`e`^`^`U`b`e`S`Y`_`V`e`U`b`U`^`%`c`U`^`c`R`U`j`U`^`d`i`e`^`g`Q`W`^`d`Q`c`^`U`b`U`Q`e`^`V`Q`W`^`U`^`ae`U`TU`^`Y`W`^`e`^`Q`] Q`^`U`b`Q`^`U`b`U`^`S`U`b`U`S`Q`] R`Y`

TU\ec_ TU_c d b j Y_c%Qe^QcWVWWSQSW^aeU Uc] ei TYUcQ%~_ cubd] QT_ ^_ dQTU% QTFUdTT_ Q MXQ fQbQc
bQ_~Uc`_b\Qc aeU ^_ _ Uc'

! @c d b j Y_c%Qd S_] cUedY Q`_ b\c VVwc_Vc%~_ c_ ^] ei ~dTQi SQdQU^ce cWVWWSQT_3`_SQc U\c edY Q^U^e^cUdT_
TUd b j YQT_ VZ' D_bU S_~dQY%ee cWVWWSQT_ Uc] ei fQWQi S_~VcQ%aeU Uc _ aeU ^_ b j Q] U^dU_SetbU Q\Qc`QQRbQc aeU cUecQ`
`QdQcWVWWSQbS_cQc YdUUSdQi] _bQ% Uh`bUcQb\ aeU UAGb @S[U\Q] Q Q_c] _T_c] Yhd'c' GY_c X_] RbUc dU^Q^e^Q
S_] `bU^W^SQdQi T^cd^d TU\ aeU cU`bU^TU S_ ^Ucd c d b j Y_c] UQWcS_c%aeU cUabQ^SQ QSUc] sc VdS\ U^dU Q S_] `QdQb_c
S_ ^ce cUdT_~bW^Qi S_] x^4i Qcu^_ cUabQ d^VdS\ U^dU\UfQT_ U^U U^VQ_`_bSeQaeUbd^_ TU d b j Y_c U^U] e^T_%S_] _
`_b\Qc`QQRbQc TU Uc d d^_'

+: \SQ] RY TU\QcWVWWSQSW^TU_c d b j Y_c%Uc U] sc YcU^cRU%_baeU\Qc S_cQc cWVWWSQTc%Qe^aeU TU XUSX_] ei T^UdU^dUc% U_b _
XQSU^U^QV^_c VU^UdUc Uc^ ^TU QSeUd^_': ^\Q^USUcYTQ^% aeU feWQb U^dU cU\Q] Q QcU%Q] e^Q^UdU S_~U^U^U^dU\Q S_cQT^S UaeU
Uc ^USUcQY_% QW_ Q^dUSU^U^TU aeU U^U^_bU^TU\Q^QbUQ Q^`_b\ aeU d j RY ^cU U^SeU^dU U^~USUcYTQ^ V\ cWWSQ M Qe^aeU U^
Q] R_c d^_c TU ^USUcYTQ^ TU\Q S_~U^U^ ^_`eU TU cub\Q] QT_`_ bUc U^] RbU^_ ^bUQSW^Qe^Qf_je^dT S_~dQbQ_ UcUeUj_%Q\QaeU Uc
ce`UdY bUaeU Uc U SQc_ U^~USUcYTQ^ feWQbUc U] RQbW%U^d^d\ Q S_~U^U^Uc Q^dU bQ\Qf_je^dT i U UcUeUj_% QcU^U^QV^_c Qc`U Sd_c%
ce`UdY b: ^Q] R_c d^_c TU ^USUcYTQ^U^U^dU e^V^TQ U^d `QdQV^e^Q S^UdU Q TU\Q`_b`_cS^W^aeU QW] Q\Q U^U^d^&@c d b j Y_c edY QT_c
c_ ^_c] Yc] _c% \Qc S_cQc cWVWWSQ R^Ucd b TU QSeUd^_ U^UcdQ: i _dQc S^Se^cd^SQc VU^UdUc4i \Qc Uh`bUcY ^Uc%Qd S_] _cUedY Q`_ b\c
VWwc_Vc%~_ cU^T_ RY^TUW^T_c% QcuTU\QcWVWWSQSW^_cSetbi ceUdQ`_b\ d^d^%Qc`Uc_~Qc ^_ c_ ^S_~cS^U^dUc TU\QWQ^T^U^U^SQi \Qc
^_SY ^Uc TU Y^_SU^SQ_ Y_] U^U^SSW^aeU V^UeU ^d^V^UdU] U^dU Qc SQTC S_ ^U\c% V^UeU ^Ucd b d j U^dU e^T_c U^cec] U^dUc^T^UcTU aeU
dU^U^ec_ TU b j w^%U] Q^dU^U^e^T_c S_ ^U\c d TQfUd^S_] _cYQe^U^Ud^`_bS_] `Ud_ Qd b j ^USUcQY_4i \c aeU fQ^Q`e^d TU
XQSube^QcU^ QdSW^%Uc` QdSU^XQSube^QWQ^fY^U^SQ^S^Sec_ Q\Q`_b`_Q^Qd b j Q aeU V^UeU ^d^V^UdU] U^dU Qc SQTC S_ ^U\c%
V^UeU ^Ucd b d j U^dU e^T_c U^cec] U^dUc^T^UcTU aeU dU^U^ec_ TU b j w^%Uj Q^USube^T_c S_ ^U\c d TQfUd^S_] _cYQe^U^Ud^
d d j U^dU Qd b j ^USUcQY_4i \c aeU fQ^Q`e^d TU XQSube^QcU^ QdSW^%Uc` QdSU^XQSube^QWQ^fY^U^SQ^S^Sec_ Q\Q`_b`_Q
^Qd b j Q aeU V^UeU ^d^V^UdU] U^dU Qc SQTC S_ ^U\c% V^UeU ^Ucd b d j U^dU e^T_c U^cec] U^dUc^T^UcTU aeU dU^U^ec_ TU b j w^%Uj Q^USube^T_c S_ ^U\c d

3' C d b j w^`_b\QaeU`QdSU^T^W^S^TU S_~S^XQbS_ ^b j w^%aeU_c X_] RbUc TURU^cubSe\ QT_c`_ b\ aeU Uc ^USUcQY_% ^
e^Q^USUcYTQ^] _bQ%#aeU^S_] _cU_RcUf wQ^Uc%Uc e^Q^Uc`USU TU ^USUcYTQ^ V\ cWWSQ^Uc%aeU`_b\Qd TU\Q TUR^TQ
S_~c^TU^QSW^%_c X_] RbUc cU U^dU^U^U^`_bTU^dU aeU\Q Q^bU^U^W^%aeU Uc d ^USUcYTQ^`eU TU Uc d b U^S_~dQ TU\Qc
f_je^dT Uc TU_c X_] RbUc i _c UcUeUj_c cY^Sub_c' GUfQ^S_ ^UcQ^TUQ^aeU_c X_] RbUc TU fUd^QT\Qf_je^dT i TUcU_% cU
UcUeUj Q^%aeU`eU TU cubTU_dQ] Q^UdQ% U_b aeU\Q ^USUcYTQ^ YfU^S^RU YdU^_~U^U^U^SQ] Y_`M] eSX_c`YU^Q^U^U^U^QSW^
d^d^ Qcu] Yc] _c3QV^_c%aeU c_ ^_c] Q_c% YU^Q^aeU TUcUQ^aeU Uc d ReU^_c%aeU Q] Q^Q9Y_c i \Qc Q^dT Q4`U_b Qx^ ^
U^SeU^dQ^aeU cec TUcU_c`_b TeSU^_c U^U^Sd^&@c b j _Uc`_b\Qc aeU_c X_] RbUc `YU^Q^QcU^_ ^_c cW^U^U^dUc3#\$
: ^SeU^dQ^_ aeU`eU TU\Q] QcUe^Q^T^`_cS^W^Y^T^U^S^d TU dU^Ue^Q] UZbf_je^dT^U^U^Q V b j Q Q^dUc_RcUf QTQ D_baeU Uc
Y_`_cRU% e^Q S_~dQ^SSW^%e`_~U b Qf_je^dT TU cubTU^S^d i QTUSeQTQ U^dU S_~dQcu] Yc] _`M ^_ dU^U^U^SeU^dQ^aeU
UcdT^`_cS^W^Y^T^U^S^d Uc TU d T_ e^Q S_cQT^U^U^TU TU\ T^`eUcd QTUSeQTQ U^dU aeU Uc U TURUbi \Qf^Ud^T bUaeU b j Q4i
aeU ^_ XQ fUd^T U^UcU d^_ TU T^`_cS^W^aeU dU^U^ B_ dU^U^U^SeU^dQ^aeU\Qc f_YSY ^Uc\QaeU e^X_] RbU] Qf QT_`eU TU
dU^UaeU Q] QRQ Q9Y_c%Q Qsd c TU\Qf_je^dT Q d T_c S_~dQ U] Q] _bQ TU ^_ Q] QbQ9Y_c4`U_b cW_ QV^e^Qc S_~cUSeU^SQc
TUcQWQ^T^Q^Uc` GY^U] RQbW%U^XQSub^Q^T^d^S^W^ ^USUcQbQ^UaeU^U] sc SeYQT_ TU\Q bU^U^U^U^i U^`U^cQ] Y^dU aeU\Q] Q_bQ
TU_c X_] RbUc Uc^ ^QS_c d j RbQT_c' M_c X_] RbUc%Q dQ^Tc TU e^`U^Z^SY_ U^ce`_b`_Y_ VQ^_b^Ucd ^T^`eUcd c Q`U^cQbRU^
TU cec`_b`_Y_c TUcU_c i T^`_cSY ^Uc%`Qd dU^U^U^SeU^dQ^_c ReU^_c i fUd^_c_c%

aeU Uc f^tde_c_ aeU bUQ] U^du UhSxQ_ dUj YQcec YS\YQSY ^Uc' ##\$CdQ_S_cQaeU YcU^cYRU] U^du cU` bUcdQ i cUTeSU
Q\c X_] RbUc U^VQce`_ c^S^w^TU aeU UcdQ ^USUcY^TQT] _bQ_ Y] `c^RY^TQT Uc% `eUTU cUb%_ ^dQ\Qf_e^rdT TU\c
X_] RbUc i fUd^TQTub_c Uc^eUj_c%Uc \QTub^fQSW^i \QV_bj QSW^TU\c `b`Y_c d_bj Y_c%aeUQ] U^eT_ cUedY^Q^` QdQ
Uh` bUcQbU\Q%aeU Uc dQ_S_] `QdUSU^T^bUSdQ] U^du Q`e^d Q% UZbSU U^UcdU ceSUCY^Q] U^du HQUc` QQRbQc%_b
UZ] `_%S_] _^`eUTU^f^UFYQRUP^f] `c^RUP^f^bUc^c^dRUP^aeU\UFQ^e^QSQdQ bU^bU^SQQe^QV^eU^du TUce` `cQRU
UZbS^TQ%eU Uc^eUj QedY^Q^f^bUc^c^d^SQXUSX_%^`_`c^S^w^Q\Q ^USUcY^TQT4i \Qc` Utc_~Qc aeU\c UcSeSXQ^eY
S_~cY^UcQb^Yc_c` USXQ^eY_ aeU cUedY^Q^U^ce cU^rdT `b`Y_4cY^T_ UcU cU^rdT_%_b^d^d_%^du^TUcU^%_ XQSU
^QebQ] U^du% `bTUSbQ_ Qcu^USUcQbQ] U^du%ebW^U^U^cec] U^du e^Qce`_c^S^w^aeU` eUTU cUbQcuTU XUSX_%

J' C dQ_S_cQ%_ aeU XQSU aeU\Qc` Utc_~Qc] sc TyC` eUcd_c Qce`_ ^UbaeU cUQ_S_ ^dQbQ Q\Q bQ w^%aeU\c
X_] RbUc TURU^cUbUh` eUcd_c Q\Qc cQ^SY ^Uc aeUQ] U^Qj QRQ_S_ ^U^` USQT_% QdQ XQSub\Qc S_cQc aeUc_ ^
] _bQ] U^du ^USUcQbQ% ^_ XQSubUcQc S_cQc] _bQ] U^du Y] `c^RUP^bUc TUSbQ%aeU\Q Y] Q^w^QSW^V bQ\USU U
Qb^e] U^d_% Qe] U^rd] eSX_ U^`_Tubi \QY^eU^SQ TU\Qc bQ_ ^Uc Q` QbU^du U^S_ ^dQ TU U\Q^f^TU\Q
WQ^TUj QTU UcU SQcdW` DQdQ` Ubj Y^baeU` eUTQ^cUbZcdQ] U^du Uh` eUcd_c Qe^` UaeUv_ SQcdW_%^_ cUbQ
dQ^TY^S^ 8_~cY^UcQ^T_ aeU^eYXQRUQ QW^e^Q bQ w^U^U SQc_%eY^eUcQ bUQ] U^du e^T^SdQT_ TU\Q bQ w^f^TU
aeU UcQ ^USUcY^TQT UQY^S_] `QdRIUS_ ^Y] `UbU^SS^w%_ Zcd SQcdW_%Q] Q^WUcdQSW^cUbQ W^eQ] U^du SYbQ
S_ ^bUc` USd Qe^` UaeUv_ SQcdW_%_ SeQaeYubSQcdW_ Qd_T_%S_] _e^Q] ei WQ^TU4` Ub_ ^_ Uc W^eQ] U^du
V^SX^TU\Q Y] Q^w^QSW^

GUSSU^f'

: c_ Uc S_ ^V_bj UQ cU^rdT_ S_] v^% \Qc ^_SY ^Uc ^QebQ U\QXe] Q^Y^TQT%e`_ ^Ub^USUcY^TQT] _bQ` QdQcUb
: ^S_~c_~Q^SQS_ ^U_ W_ i \QSU^ceQ^bUS_] `U^cQi SQcdW_'

GYQc bQ_ ^Uc aeU cU XQ^TQT_%_b\ aeU` QdUSU^TY^S^TU QW^e^Qc` Utc_~Qc` QdQ_S_ ^SYQbS_ ^U cU^rdT_ S_] x^TU\Q
QQRQ^Q_ Q_ Se\ Q^bUS_] `U^cQb_ SQcdW^QbQ QaeU\Qc S_cQc aeUc_ ^] _bQ] U^du ^USUcQbQ%eU S^UW cQd^VQsd bQ%_ ^_4cY
U] RQbW_% QdUSU] sc UfY^TU^du%_b\Qc cW^eY^U^du S_cQc%aeU cYUcdU Qce^d_ cU U^du^TU S_bUSdQ] U^du^f^UZQ^T_ TU\QT_ d_TQ
YecW^aeU cebW^TU\QY^S_ bU^SS^w^i \QQ] R^W^UTQT TU\c d_bj Y_c%Ucd_ ^_ Uc U^QRc^led_Y^S_] `QdRIUS_ ^\Qc
Q` bU^U^cY^ ^Uc ^QebQ U\QXe] Q^Y^TQT%_ UcU cU^rdT_ TU\Qc S_cQc aeU cU^U^SeU^rdQ U^d_TQc` QdUc U^VW^U^du S_] x^%aeU
Uc^f^] sc \UZ_c TU dU^Uccec `U^cQ] Y^rd_c` UfU^rdT_c TU ce SQ^Q ^QebQ%_bcdUj Qc] UcdQ^cSQc i V\cw^SQc4` Ub_%_bU
S_ ^dQbQ_%^S_ ^Z^rd QW^TQRUQ% \Q`b`Y^f_] i T^SdQT_ TU^bUcdQ cU^cQSW^ ^QebQ i feWQb

*': cd_ Q' QdSubs%eYdU\ _c U^SeU^dQ\ aeU\Q^_S^w^fe\WQbTUSe\ QRY^TQT Uc' @Q^TUQ^aeU\QW^dUS_] x^~QdQf^tc TUd_TQc
VQc UTQTuc i ^QSY^Uc%du^u^TU\j ^UdUSSw^aeUce^ _^UaeUTURUcubSQdQ U^dUcd_4cubTUe^Q^ Utc^~Q^_XQSubU] Q%&^
ce^`b`^Qf_je^dT i ^QSub4aeUS_~dU^UcdQc_T_c S_cQc3*' Ge XQSY^T_] Q SeQ^T_ t\XQSUcUW^ce f_je^dT3+' Gec ^QSubUc
UcdQbaeY_SQT_' C%TMSX_TU_d_] _T_%d^fUj VQUh^ducw^ sc YdU^VRUce ^S^w^TUdU^ub] Q U S_ bQ w^TUe^Q^ Utc^~Qd
XQSubU] Q TUce S_ bQ w^ M UcdQ Uc VQce] Qd_d^TU\Q] QdubQ

@WU^dUS_] x^~ QcSY^TU^U^cec dUWuhY^Uc i QrcdQSSY^Uc] UQd^cS^Qc Q^Qc V^U^dUc%Qc dUQSY^Uc i VQc TU^U^TU^SQc TU\Qc
S_cQc%&^U^V^TU^V^b] Qbce ^S^w^TU^j ^UdUSSw^_Se\ QRY^TQT: _c ^ Uc^ UQ^XQcdQaeU XQ Q^TUS^T^ _^_bcec dUW^T^_c%
aeUTUdubj YQ U^`b] UbleVQbQf_je^dT4cYcU^eUTUTUdubj YQb^_bQW UhdUcUSQ_ YdUcUSQ4cYQf_ VSw^TUdubj YQ VQf_ VSw^%
cYQS] ^UdUc^TUdubj YQ VQf_je^dT4cYXQ QV^~Q S_cQ d^S_] _] UQd^cS^c U^dU^TU^`_bS_~d^VW^SQ^#YdU^U^QV^~
cW^V^SQT_ \$4cUQ^aeU XQ Qe^Q Uc^ USY^TUe^Qc_RUdQ^Q UhdQ^Q^U^h^ VSRU U^VQf_je^dT%U^U^UZK^S^Y_ TU_c SeQUc%_bcec
^b`^Yc Qsd_c TUc_RUdQ^Q^aeU Q^_bQ Q^QcQd_T_c cec^`b`^Yc Qsd_c c_RUdQ^c': _c ^_d] Q^~V^~Q^ QdU TUce ^S^w^TU
VQcd_ Se\ Q TU\Q Uc_jeS^w^TUSeQaeYUd TU Ucd_c^`b_RUj Qc^GYUcd V^UdU^SQc_%Q] eYdU^Tuc%eU^U^UhdUj _] Q_b^ QdU TU\Q
Xe] Q^TQT%^_fUSU^d_c^_fU^dQ^ ^eU^TU^SQ^TQ] V^aeU^f^U^i] eUdU^cY^dU^ub^~V^~Q^_S^w^S_] _VQ^TUSe\ QSQ^T^fUj aeU
U^dU^U^VQSQ^R^j Q% cY^dQ^_S_] _e^ aeU dU^U^SeQaeYUdS_~SU^S^w^aeUSeQaeYUdSeUd_ TURUcubi QcUQSe\ QT_ _U^VQ^T_
^_bSeQaeYUdS_cQ DQ^Q UcdQ^cU^U^b_ TUaeUcU^Ud^e^VQ^dUj _^_Q^dUc TUaeU_c X_] R^Uc VUWQb^QdU^ubQ Uc^_S^Y^Uc'
8_~cY^TUdQ^T_ aeUcU] Q^VUcdQ%^_^QV^~Qc TU\Qc^`b] UQc^_SY^Uc aeU Q^ QdUSU^U^_c ^V_c4aeUTUcSeR^U^Q^`b`^d_S_] _
cU\Uc^_SetdQ%^_XQ^Q%^ QsdQbU^d_TQc VQc S^QdQ^Qc bQSY^Q Uc%^QcU^cQSW^TU TUCYUd^ M^TUC TUeUW%^U^VQ^b] QSW^TUce
^S^w^TU\Q] Y] Q^aeU^_XQSU^ec_ TU\Q] UQd^cS^Q H_T_ U^ceU^ aeUfQ QQS_~cYdU^aeU UcdQc_T_c S_cQc%Q U^ U^U^SQ%^
e^QcU^cQSW^~QdQ TUe^Q S^UdQ Q^ d^T_ QVQ^TQRY^TQT aeU XQ U^VQe^~V^~TUdUc] Q] _bQ_S_] _Ucd TUC S^UdQ Q^dU^b] U^dU^
Uc TUS^e^cub_ XQSubU] Q S_ ^VQf_je^dT% U^UcU^d^ Y^d U^_c TUj sc% U^T_ b^V^V^T_ Q^Q^ Utc^~Q U^aeU^UcdU] Q
] _bQ Uc^ oEet cU^dT_~QdQ Uc_ aeU VQ Q^_c^_bU^_] R^U TU\QS_~SU^SQ

: c SYUd_%QWU^dUS_] x^i _c ^V_c%U^ce ^S^w^TUSeQaeYUdQsd_TUW^S^d_c_ TU XUSX_%TUSeQaeYUd^ Utc^~Q%^_ce^_~VQ^aeU Uc
^b`^Y_ Qsd_i_RQ^TU\Q^ Utc^~Q DUb_ Ucd_ Uc_dT_ _ aeU^ Udu^USU Q\ aeU U^dU^TU^`_be^Q S_cQTU UcdQ^`b`^Q UcS^UdQ^ VQ
QSS^w^TUe^Q^ Utc^~Q4Y^Sec_ aeU Uc QW_ XUSX_`_bt\ TU U^USS^w^ EeU QW_ TU UZK^S^Y_] _fY^ Y^d_ TURU^Uj ^Uj Qb^_bcu
] Y] _%^_ ^UdU^USU Qce ^S^w^TUe^Q QSS^w^_XQSY^T_' GYUc QcU^cU^Ud^ Udu^USU^Qce ^S^w^TU\Q] Y] Q^aeU Uc QW_ aeU Uc
VQSQecQTUce^`b`^Y_`brSY^Y4i aeU Uc dQ^_S_] _TUS^e^aeUcU dQdQ Q^dUc TUaeUS_] Y^SU Qcub HQ] ^_S_ Uc ce ^S^w^TUe^Q
QSS^w^QW_ TU] _fY^ Y^d_ UZK^S^Y_ aeUS_] Y^j Q^_bQSS^TU^dU^eY^~V^~Q^SQecQ_] _d^_4^_b_ aeU Uc S_~dQ^ Qe^ TU_c
T^S^dT_c^`brSY QUc TUcU^dT_ S_] x^~Uc TUS^e^aeU d_T_ _ aeU Uj ^Yj Q Qcub^U^U^QV^~Q^SQecQ_ bQ w^`_bQ^aeU Uc'

@WU^dUS_] x^~U^ce ^S^w^TUe^Q UcS^UdQ_ U^dQ^Q^ TUW^S^d_c_ T^W^QTU U^V^ XUSX_`_bSeQaeYUdQ%^_ce^_~U^aeU U
X_] R^U_ XQSU U^U^UZK^S^Y_ TU\Q^VRUBDT^ DUb_ U^d^~S^Uc ce ^S^w^TU^VRUBDT^ Uc_c_VQ] U^dU TUe^Q^ Utc^~QaeU dU^VQ^VQ_`_b^e^TQT
TU XQSub_ aeU U^VQ SQ B_ dU^U^TUQ TU\Q^VRUBDT^ aeU S_~cYdU^U^VQ^`b] UQdQsdQSW^TU VQf_je^dT% QcUSQecQbcec^`b`^Yc
Qsd_c4i TUdubj YQb% Qcu^`b_f_SQ^T_ cec^`b`^Qc TUdubj YQSY^Uc4_ VQUSS^w%^ Qcu^`b_f_SQ^T_ ce^`b`^Q U^USS^w^ HQ^_S^w^TU
VRUBDT^ Uc_ aeU ^V^~e^_dU^U^Ub_ _c aeU XQ^_cSeU^SY_ ce^`b`^Q] U^dUS_^VQ Uc^ USe\QSW^] UQd^cS^Q S_~V^ecQ%

d b j Y_c Qrcdec_c i Qj RYMe^' GYe^X_] RbU^_ cU\Uy `YQaeU QScU S_] _ce f_je^dT TUduj YQ%
S_~cdUvY_ Q QScCbTU_dQ] Q^UbQ^W^d^~SUC^_ du^U\YRUBQT%TU QSeUbt_ Q\Qc^_SY^Uc S_] e^Uc TU
YRUBQT%e^du^UbU^QY TUQ TU aeU VbQ^ S_~dtQTSW^TU d_T_%e^U^T_ \Qc TUduj YQSY^Uc TU\Q\YRbU
f_je^dT TU X_] RbU\ c UUSd c TU\Qc TUduj YQSY^Uc TU ce g\^&\YRbUc^Ydu^U^c X_] RbUc S_] x^] U^du
SeQaeYb^_SW^TU\YRUBQT aeU S_~c^cdu^U^QY TYWbU^SQ D_baeU cYUc Qcu^W^d^~SUC cUuQ QSU^ dQRU^` QdQt\
ce Y TUQ^aeU\ c X_] RbUc] Q_ bUc TU Y TYWbU^SQ QScCbS_^Q] Q_ b\YRUBQT TU QScCbS_~4] Y^rdQc aeU\
S_~rdQY^Uc SYUd^: \aeU^W^Q QScCbSW^e^U^ b^ SUTU S_^Q YSY^QSW^] shYj_%QSU\ aeU XQSU S_^Q
] Q_ b\YRUBQT%TU QSeUbt_ S_^U cU^dt_ S_] x^ MXQcd QX_bQ Uc aeU cUQ QSU^ dQRU^` QdQ U cU^dt_ S_] x^%
aeU dQ\YRUBQT S_] _S_~cdU^Q Y TYWbU^SQ Uc e^bUaeY^d_` QdQ QRCb_ \QSe\ Q^aeU%

➤GYeUcUYS_] `dQRUS_^U cU^dt_ S_] x^TU\QXe] Q^YTQT%aeU\ c X_] RbUc TURU^cU\QSe\ Q_ U_ WQb^_U^SeQaeYb
f_ \SY^Uc aeU du^U^_ TUZU TU QSQ^ Q^W^SQ_ TU^USUCYTQT] _bQ_ Yj`_cRYYTQT4U^d^~SUC cUWbQj U^du dQj RY^cU
QSU^ dQRU^` QdQ U] Yj`_ cU^dt_ i \QbQ w^TU\QXe] Q^YTQT%aeU SeQ^d_] sc SUsQ U SQc_ cU QSU SQ Qe^Q^~USUCYTQT_
Yj`_cRYYTQT] _bQ dQ% QcUQ QdQ^tc TU e^Q^UeUd^_ b^_ U^cW^] _bQ Q^USUTU^d^_ be^Q^T_% e^Q^WQ^_`_cSW^
Q^USUTU^d^ i \QTYSeVdT TU\Q_dQ% sc SUsQ^_ cU QSU SQ Qe^cU b^YSU^cebQRU^YU^S_] YQRU4TU] _T_ aeU\ c QSc c
UZUSYTQS_^dQ` b^_ U^cW^ Q^duY b^cUuQ TYWQ TU U_ Wj` b^_ bSY^Qj U^du] U^c4i SeQ^T_ cU_] YU^U QScd aeU cU Qdu^TYW
S_^dQ^d TYSeVdT%Q_] Y^W^cUuQ TYW^ TU] U^c Se\ Q : c Qcu^S_] _cU_RcUf wQ^dUc%Q^~USUCYTQT^Q^bQ i \Q
Yj`_cRYYTQT% b^_ U^cW^ i \QTYSeVdT3i QaeU Uc e^T^SdQT_ \Q^ebQ TU cU^dt_ TU d_TQ\QXe] Q^YTQT%aeU\Q^~USUCYTQT^Q^bQ
U Yj`_cRYYTQT aeYQ^d_TQSe\ Qi QCRQ^ Q4i`_ b\ dQ^%aeU SeQ^d_] sc SUsQ U U^V aeU Uc Q Ucd c^Q dQ^tc TU` b^_ U^cW^
Q^duY b^_ TYSeVdT%_ b\ U_ Wj` i \QSU^cebQc_^` b^_ bSY^Qj U^du T^c] Yey^Q McY^UeQ dQ^d e^T^SdQT_ TU cU^dt_ S_] x^%
aeU\Q^~USUCYTQT] _bQ TU XQSub_ Yj`_cRYYTQT TU UfYQbaeYQ^d_T_ U_ Wj` i \QSU^cebQ% QaeU\Q^~USUCYTQT^Q^bQ_
Yj`_cRYYTQT XQSU Ucd 4U^d^~SUC%_ be^Q^` Q^YTQT^` U^USdQ TU\QbQ w^cUuQ dQ^d U^T^SdQT_ TU cU^dt_ S_] x^%aeU e^U^V aeU
TU^~USUCYTQT] _bQ TU XQSub% \Q Yj`_cRYYTQT TU UfYQb^T^c] Yei U U_ Wj` i \QSU^cebQ% QaeU e^Q^Q^ b^hYj QSW^Q\Q^~USUCYTQT
^Q^bQ U Yj`_cRYYTQT XQSU^: c W^eQj U^du\Qf_] TU cU^dt_ S_] x^%aeU\Qc` Ucc_~Qc^_ U^SecQRUc^W^` Qdu^Qj TUcSeYTQb
Qc S_cQc TYW^Uc S_~dtQ TU ce f_je^dT%_] aeU c^_ U^SecQRUc U^ce d^Q^YTQT Qj TUcSeYTQb S_cQc Yj`_cRYUc S_~dtQ TU ce
f_je^dT M cY^ XQRUQ^Y^e^Q TYWbU^SQ^e^Q Yj`_cRYYTQT^UeUQ^Q^bQ i U^S_~dtQ TU\Qf_je^dT% QScdQT_ U^Qf_je^dT%
U^SeQ^d_ Q U^SecQRU^Ucc] _bQ4`_ b\ aeU dQj`_ S_ XQRbQ QW^e^Q TYWbU^SQ^e^Q TYW^SeVdT% QSU SQ Y^rd_ Q\Q^~USUCYTQT%
cUQ^~Q^bQ Uc U^S_~dtQ TU\Qf_je^dT%] _bQ%e] RQT_ U^Q` b^_ U^cW^ TU\Qf_je^dT

DUB_ Uc UfYU^du^aeU U_ WfUc_ TU UcdQc S_cQc Uc SYUd GYXQj e^Q^Q^ b^hYj QSW^Qe^Q^~USUCYTQT] _bQ U^U_ UcUeUj_ TU
e^X_] RbU TU ReU^_ c QScd TU\Qf_je^dT%aeU Uc U_ UZUSSY TU e^Q^UeUd^_ b^_ U^cW^ Q\Q ReU^Q% e^] ei`_ TU b_c_ Qj_ b
Q\Qf Y^bT4Uc dQ^Uz c TU cU bU^T^SdQT_ TU cU^dt_ S_] x^%aeU Uc] U^c f^Y^e_c_%] U^c QcU bQ^ bUSYT_%Qj QT_ i
QCRQT_4aeU Uc QWQ^QRU Q\Qc^_SY^Uc^Q^bQ Uc TU d_TQ\QXe] Q^YTQT%aeU Uc dQ^d] UZ^bX_] RbU^TYW^ TU e^] Qj_ b
bUc^ Uj_%] sc Qd_ U_ Wj` M SeQ^d_] sc UeUd Uc \QYSY^QSW^% SeQ^d_] sc cU QSU SQ Q\Q^~USUCYTQT U^Uc U cU^dt_ 4_
Yj`_cRYYTQT TU TUZb TU\QT_ U_ QScd f^Y^e_c_% TU XQSub e^SubSe\ f^SY_c_ e^_4cU^T_ U_] sc f^Y^e_c_ i TYW^ TU U_ Wj`
] sc Qd_ M%_ b_d_ Q^T_%Ye^X_] RbU UZUSU QScd c] QfQT_c TU

] UrdU4S_] _%_bUZJ] `_QdSkQTU_bW_] TU] Q\SDQ^TUe^XsRYd_`b^SY_Y TUc_RURRQi] Q\SDQ% e^Q`b`U^cW^fY\Urd
TUS_bQ] w^QdQuc Qsd_c QdQWQTQi VUdU4TU QSeUd_ S_ ^UcU^dT_ ^QdQ TU\c X_] Rduc%Uc dQ^Uz_c TUcUbU] U^_c TY_ i
SU^ceUQRU U^UcQSeU^d%aeU Uc dQ^d] sc TWW_ TUcUbTUdUcQT_ i S_ ^TU^QT_ ` _bdT_ _ aeU\U_RcUfU D_b_dQ` QdU%Uc
UFYTU^dUaeU^ _Uc` QdU TU\QYTUQTUaeU\QXe] Q^YTQT ceU^U^d^UbTUe^Qsd_ SU^ceUQRU_ TWW_ TU QQRQ] QTU\Qf_je^dT%
aeU Uc e^Qsd_ aeU^ _Ucd TUdUj YQT_ ` _be^cUcW_ Q^dUSUTU^d_] _d^_%eY_ ` _bU_`_Tubc_RUbQ^_ TU\Qf_je^dT] Y] Q4
` _baeU^TUcUbQcU%_c] Q_ bUc TU] Q_ dQuc SQecQc dU^U^U^Q TUdUj YQSW^TU SeQaeYUbQsd_ TU\Qf_je^dT% dQ^d] U^_c
fYde_c_ _fSY_c_ YQ^QcUbS_ ^dRYYQT_c4i Q] U^_c` QdU^U] sc fYde_c_ _fSY_c_` AYU^dQc aeU\ S_ ^dQY_ Uc SYUd_3\c
X_] Rduc_ ` _YU^Q^e^ReU^Qsd_ cUQ] U^_c\ QRUTU QWU^dUaeUcU Ucd TUdUj YQTQU^WQ^] UTYTU^t\` _be^QReU^Q
YSYQSW^ _e^ReU^] _d^_%Ub_ SeQ^d_] sc^ M^YRU^YQYSYQSW^_] _d^_ dU^U` _SQY^eU^SQ U^YQ TUdUj YQSW^TU
QWU^dU^aeU^ _SdU^ce Qsd_ dQ^d] sc fYde_c_ %Ub_ SeQ^d_] U^_c^ M QcU^U^BUQSW^S_ ^\c Qsd_c] QW^_c%aeUc_ ^
TUdUj YQT_c` _b] _d^_c] QW^_c_ YSYQSY^Uc`

GU%YcUce` _^U^aeU\Qc TYc` _cSY^Uc ReU^_c_] Q_c c_ ^Y `YQ^dT_c U^_c S_bQ_ ^Uc TU\c X_] Rduc` _bQ^QdUQJ Q
] Y] Q4^eU^Uc SYUd_%Uce` _^U^f^WQJ U^dU^Y^e] UQRUc SQc_c%eY^U] RQbW%_ cUce` _^US_] x^] UrdU^aeU\c
X_] Rduc_c_ ^TWW_c TU U\ W_ _cY] U^_c` bUSY TUdQuc TYc` _cSY^Uc46` UcQbTU\ aeU Uc ^QdQ Uc c^TeTQ ^USUcQY%
cU^T_ \Q^QdUQJ QQ^dUc TUaeU d_T_c \c Qsd_c TU\Qf_je^dT TU ^YV^ ^d^_ `6cu%_bUZJ] `_%eY^X_] RduaeU` QdUSUcUbTU
e^QTc` _cSW^] ei Qd^_] Q\SY_cQ% cUce` _^UaeU Uc Qcu` _bce SQbSdub^QdQ%_ Uc ^YV^ ^QYTUQ f^WQ%eY^TSDQT_c TU
cU^dT_ S_] x^i YQ^ bUXU^cW^TU\c X_] Rduc%aeU dQuc TYc` _cSY^Uc XQ fSY_c_] Quc] _bQuc% aeU Ucd` _Uc_ ^Qc_ ^
c_ ^TWW^c TU\QdTU Ucd^ Q%_ T6] i TUS_ ^ecW^4_ aeU\c Qsd_c] Q\SY_c_c_bW_] _c_ aeUcU TUbfQ^TUdQuc
TYc` _cSY^Uc ^QdQuc%_ ^TWW_c TU ^YV^ ^bUcU^d^ YU^d` GU^dQuc TYc` _cSY^Uc ^QdQuc fYUc% YQ^Uj QTU U\c%
S_] x^] UrdUcU] U^SY^Qb^] sc RU^S_] _e^QWQ^QSW^TU\c Qsd_c] QfQT_c aeU fYU^TU e^QV^U^dU dQ^aeU e^Q
QdU^eQSW^TU U\c` : \ce cub^QdQ` QdQ\c X_] Rduc QsdQ^TU Ucd] _T_%U_RcUfQ Q] U^eT_ ` _b\c X_] Rduc U^YQdQd
TUce Y^TWWQSW^3U\c T6^3 : c ce` b` YQ^QdUQJ Q4^Uc TUe^dU] `UdQ] Urd_ ^QdQ TU fYUc dQ^ ^QdQ` QdQ^ \` QdQ
QsdQbQcU%_] _\ Uc` QdQ bUc` YQd^ _eUTU TUZbTU cUfYbQ TYQR_ % S` DUb_ ^_ Uc QcuS_ ^bUc` USd_ Q^eY^YTUc aeU XQSU
TQV_%aeU d_T_c_ ^\c ceZd_c_ TU\Qc _SQcY^Uc% _b^USUcYTQT ^QdQ%U^S_ ^dQTU cec YSYQSY^Uc` : ^dQ SQc_%Q
^USUcYTQT% _b\Qf_] S_] x^TU\QXe] Q^YTQT%eU XQRQbS TU S_] _UhSecU^S_] `Ud_ _ dQ^d%Uc] ei cU^SY%aeU U cU^dT_
S_] x^XQSU e^QWQ^ TYU^U^SQ U^dU Ucd_c T_c d^_c TU ^USUcYTQT%

MUcd_c TSDQT_c TU\Q] UrdU TU\c X_] Rduc_c_ ^dQ^ ^QdQ i ^USUcQY%aeU` eUTUcUb] eSX_ TeTQRQTUaeU%_c] Y] _c
XQ^QJ YQ^_c ^e^SQcU TUcXY_ TU U\c4cu%cec] sc WQ^TUc T_Sd bUc%aeU XQ^YT_] sc \Uz_c U^YQ TUW^cQTU cec
^_SY^Uc] UQV^SQc TU\QYRUbQT% XQ^dQT_ cec QbW_ Urd_c Qce] Q_ bY^bQJ Q%_S_] _U\c ce` _^U^Qe^Q
] Q^WUcdQSW^U^S_ ^dQTU\QS_ ^cYd^SQ TU\QfY^T i U fSY_ S_ ^SeQaeYUb ^USUcYTQT4aeU TURQcUbY^dU WQT_%YXQ
dQ^d_ S_] _e^_ TU U\c%Ub_ aeU^eY^Uc^W^v] eSX_ TU\c XUSX_c \UcY_c TUe^X_] RduRQZ_ U^_ _TubTUe^Qc_RURRQ
YfU^SRU i \Q] QW^YTQT TU\c UcdR_c%_ _ XQbQ^TUcTU\Q UhdU] YQTUc Q^dUy bUc] U^SY^QT_ cU^dT_ ^QdQ TU\Q
] UrdU^bUcU^dU^] ei Q_ S_ ^dQY%aeU cYd^WQ^TUc ceW^ YU^d_c \UWQb_ ^Qt\ TUcTU U fYU^d_ aeUc_ \Q% U^UW^ aeU QdU^
` _b^USUcYTQT ^QdQ4i ` _b_dQ` QdU TU\ aeU\ XQbQ%

=Q e^QWdQ^YecW^U^VQ] Q^YUcdQSY^aeUcU^bUd^TU S_ ^Qd] Y^Q^c TUcU^dT_ S_] x^ @QVUlj Q^b^SY Q^TU d^TQc
UcdQc] Q^YUcdQSY^Uc bQ^NSQ U^aeU U^ bUZE^SY^aeU cebWU Qd^d^t c TU^SQ] RY^ YcU^c^RU TU^ec_ i c^W^W^SQT_ TU^c
d^b] Y^c d^Uc S_] _ VQ^YRUbQT^6Q^ Q^%R^SQ^ Q^%U^S^UcQb^%] _^c^RU^%R^U^Y^Q^RU^%R^U^%Q^SS^W^% S^ TU^ce cU^dT_ b^W^VQ
i fe^VQb^Qe^cU^dT_] UcdQc^S_ %^U^bQ] U^dU^T^U^cQ^i VQ^U^bU S_ ^U^W^TU^VQ^ Y^TUQ^ TU^Y^Se^`Q^RY^TQ^% S^ S_ ^Q^W^e^c TU
Ucd^c d^b] Y^c^% _be^XsR^d_ S_ ^dTQ^ i UcdQ^RU^S^W^c^Y^RU^U^cd^c d^b] Y^c cU^ed^Y Qb^ ^U^ce^` b^] Ubc^W^W^SQT_': cdU^ bUZE^SY
i VQ^W^ bQ^NSQ U^ VQ^RQ^cU TU^d^TQ^ QaeU^Qc^` _c^SY^ ^Uc aeU UcdQ^RU^S^ _ S_] _] sh^] Qc^% _b^ aeU^VQ] Q^ _b^ Q^dU TU^VQ
: cS^b^e^Qc^%aeU Q^U^WQ^ U^UcdQ S_ ^d^f U^c^Q^%U^Y^d^b^ bU^Q^% U^VQ^aeU d^T_c cec TU^] _cdQSY^ ^Uc^` _] _^cQ^ TU^VQ: cS^b^e^Qc^i
VQ^bQ^ w^TU^ U^TU^ 9U^UcdQ^YecW^cU^S^bU^Q^i _c^` bUZE^SY^c aeU dU^U^ SQ^Yd^TQ^ cec fU^d^Q^c^4Uc VQ^U^lj Q^TU^cec RQ^e^Q^dUc^%
U^R^ b^TU TU^cec Qd^ Qc^ M^t cd^Uc VQ^RQ^cU^` b^SY^ Q^TU^d^T_ U^TU^U^S^X_ aeU dU^U^ aeU dQ^Qb^Q^cec fU^S^c U^ _ aeU
ce^` ^YU^T_ e^Q] Q^U^bQ^` Q^Q^Y^ce^d^Q^_d^c^%Q^fU^] S_] _ cQ^RY^c i ReU^c S_] _ U^c] Y^] _c^%_] _Yd^U^Q^dUc T^t^R^U^c^%
c X] R^bUc aeU XQ^RY^Q^ U^VQ^ SeU^Qc^ _cSe^b^Q^ TU^VQ^ce^` UcdQSY^% _^d^Q^d^TQ^W^W^SQT^UcdQ^RU^S^U^b^% _^Rcd^Q^SY^W^ S^U^bQ^T_
cec _Z^c TU^VQ^e] TU^] U^Y^T^U^Q^W^U^] W^c Q^cU^dT_ S_] x^%A] Q^dU^Y^] YU^d^ TU^c^` b^] _W^ ^d^c TU^QR^ce^b^T^c^% S^ ! T^'
D^U^b^ Q^fU^] e^Q^S_ ^c^Y^TU^bQSY^W^Y^] `Q^S^Q^ TU^VQ^ S_ cQ^ aeU cU^XQ^ _RcU^f^QT_ U^VQ^` Q^dUc Q^dU^b^ bUc TU^Ucd^] U^cQ^Z^%eU TU
`U^] Y^b^Q^_c Q] Q^dUc TU^VQ^fU^dTQ^] UZ^b^ Q^Q^Z^e] VQ^b^Sei Q^T^S^b^Q^Uc TU^X^U^S^X_ Q^R^ce^b^T^%Q^R^cd^ec^% _^d^Q^T^6d^ b^] U^cu
] Y^] _%W^YS_] _Q^RU^S_ ^U^cU^dT_ S_] x^%

8_b^VQb^' 9U^VQ^ S_ cQ^ aeU cU^XQ^ _RcU^f^QT_ %aeU fQ^Q^cU^W^e^%aeU Uc Q^W^Q^Q^RU^Q^cU^dT_ S_] x^ce^` ^U^baeU^_c cQ^d^c
W^ b^W^SQT^c ^ dU^U^ce V^RU^bQT^ U^QR^c^_ed^ T^c] Y^e^TQ^U^ ^Y^W^ ^Q^` U^S^d^4i aeU 9Y^c] Y^] _dU^U^VQ] Q^ _b^YRU^bQT^` _c^RU^TU
Q^SeU^b^T_ S_ ^VQ^fU^b^T^U^bQ^i `b^` VQ^c^W^W^SQT_ TU^VQ^U^ bUcW^4i aeU U^c^W^U^] sc Qd^` Y^ bUc^ U^d^% e^Q^W^U^dU^Q^S^d^f_ U^U^U^Z^k^S^Y
TU^ce Y^Y^Y^Q^cQ^d^TQ^4Q^` U^cQb^TU^aeU Q^S^d^Q^U^U^] Y^] _%U^U^] sc Qd^ W^Q^T_ ^U^S^UcQb^Q] U^dU^4i cec Q^SY^ ^Uc TU^Ucd^d^` %eU
U^SeU^U^dQ^ U^U^U^%TU^] Q^U^bQ] sc Q^R^c^_ed^Q] U^dU^` U^bU^S^d^] sc Qd^%Y^e^c_ i T^W^ TU^U^ W^4i c_ ^Q^cU^%_bUcQ] Y^] Q^bQ^ w^%
`_baeUc^` sc `U^bU^S^d^] U^dU^Uc ^U^S^UcQb^'

GUSSY^J^'

8_ ^bUc^` U^S^d^ Q^UcdQ^ _RZ^SY^ ^Uc^%aeU UcdU^U^aeU] Q^9U^ ^U^S^Uc^Y^QT^ F^U^T^U^c^ d^T_c^_c^] U^Y^c^i U^c^U^lj_c^` Q^Q^U^U^Y^Q^bU^` U^SQT^_% TU^VQ
_RdU^SY^U^TU^VQ^fU^b^T^i VQ^cQ^d^TQ^%Q^` U^Y^vd^Q] U^dU^4MaeU XQ^S^U^aeU^_c X_] R^bUc
B_ XQ^] Qc^ aeU] QaeY^Qc^ A^U^bU^U^`_c Q^ce^d^c TU^VQ] _bQ^i VQ^bU^W^U^
6b] Y^Q^c^T^S^U^%Y^Uc Q^c^%aeU U^` U^SQT_ i VQ^fU^b^T^U^W^Q^T_ Q^` Q^cQb^` _be^Q^ ^U^S^Uc^Y^QT^ aeU S_ ^c^c^dU^U^e^Q^S_ ^U^h^W^cU^W^e^bQ^TU
SQ^ecQ^c^i U^W^S^d^c^%Q^d^S^U^T^U^dUc^i S_ ^cU^SeU^U^dUc^%e^SQ^` eU^TU^f^Q^U^b^VQ^` U^Q^U^U^dU^] _` _Q^Q^ed^Y^Qb^Se^Q^ae^U^b^] U^Y^ _ U^c^U^lj_c
`Q^Q^_RdU^U^bU^e^`_% U^Y^Q^bU^_d^4Q^ _fU^bU^c^U^lj_c^` eU^TU^Q^dU^Q^bU^U^e^d^b^ TU^U^fU^d^%U^Se^Q^X^Q^fU^Y^T_ Q^cU^b^ ^U^S^UcQb^` _b
e^Q^%_ ^U^h^W^i Q^UcdQ^RU^S^T^Q^ D^U^b^ T^UcU^ aeU UcdU^Q^ce^d^` eU^TU^cU^b^S_ ^c^Y^TU^bQ^T_` W^Q^] U^dU^4i aeU` eU^TU^cU^bU^hQ^] Y^Q^TQ^S_ ^
e^b^W^bQ^V^`T_ %Y^fQ^Q^cU^W^e^%aeU^_c U^c^U^lj_c^i] U^Y^c^% _U^W^ TU^U^fU^Y^Q^be^ _RdU^U^b^Se^Q^ae^U^b^S_ cQ^V^e^d^Q^%T^U^RU^U^cd^Qb^] sc
U^f^Q^`_W^U^U^ce^` eUcd^ TU^e^Q^S_ ^U^h^W^TU^Q^d^S^U^T^U^dUc^i S_ ^cU^SeU^U^dUc^ dU^Uc aeU cY^Q^ S_ ^dQb^` ce^` ^U^cU^

DQdQ_c UeVUj_c cUQ^U^fQ^_%k aeU U_c ^_ dU^VQ^thd 4Uc TUSb% QdQ U_c %^_ S_ ^U dU] ` _ QcubU] UTY_ TU\Q
S_cQTbVMTQ%aeU ^_ `eUTUcUbcY_ U^e^QTU UcdT_c] Q^Ubc4_ RYU^%U^` b] Ub\evQb%aeU cYcUedY Q^_c
] UTY_c%Y^U] RQW%U UfU^d_ T^bVMT_ Q^_ cVUUA_%U^cUW^T_ \evQb%YU UfU^d_ cUcVUeU%_ Uc TURIT_ Q_c] UTY_c%
_ TUSeQaeYUbS_ ^Uhw^_ TU U^TU^SQ TU UfU^d_ U^_c] UTY_c3U SQ_ XeRYUbQ\UWQT_ Q` QcQbQcucY_c] UTY_c
S_] _ S_ ^U U_c' GYSeQaeYUbQTU UcdT_c S_cQc Uc U SQ_ %U^d ^SUC_c] UTY_c ^_ c_ ^QTUSeQTQ U^dthd% c_ ^
bUQ] U^dU U^fQ^_': \ceSSUccV^Ucc _ e^ceSSUccV^Ucc TU_c] UTY_c% ^U V^TU e^UWsd_% ce cubU^fQ^_ _ ^
U^fQ^_% ^cYdU U^cubS_ ^UdQT_c Uc_c] UTY_c _ ^_ bUQSY_ ^QT_c S_ ^U UWsd_%TU e^Q] Q^UbcS_] _ UcdU^QcQRUB
aeU U UWsd_ Uc S_ ^_c] UTY_c% ^_ cY U\Qc4_ %aeU U cubTU UWsd_ Uc% _be^QRQ^TQ% ^UdQT_ S_ ^_c] UTY_c% \Q
VQdQTU UWsd_% _b_ d_ \QT_%Ucd S_ ^UdQTQS_ ^VQVQd TU_c] UTY_c' GYXQ aeU dQ S_ ^Uhw^% QaeU Ucd_ U^dU
] UTY_c i V^%_c] UTY_c ^_ c_ ^U^fQ^_4] sc XQ TU dQ S_ ^Uhw^%U] sc aeU c_ ^TU cubU^fQ^_4i] U^_c TU dQ
S_ ^Uhw^% sc aeU c_ ^U^fQ^_'

6X_bQ%_b_ dQd_%Q` bUW^dQaeU TURU bUc` _ ^TuccU% ^U V^TU TU dUj YQb%YcUcVUeU TU UcdQT_SdRQTU\QS_ ^Uhw^
^USUCQbQ U^dU\Qc S_cQc aeU Q^dUSUTU^i _c S_ ^cVUeU^dUc%aeU cV^VbQ edY QbS_ ^U V^TU SeQaeYUbUWsd_ c_ ^] sc YxdTU
\ aeU cubQ^TU _dQ] Q^Ubc%Uc TUSb%YcUcVUeU TU U_c aeU XQ] U^_c TU\QS_ ^Uhw^Q^dUc] U^SY_ ^QTQ U^dU_c] UTY_c i
UWsd_4Uc TUSb%YU^Uce` eUcd_ TUaeU U^dUe^Q S_ ^Uhw^bUQ i fUdQTU bQ U^dU] UTY_c i UWsd_%aeU U^Uce` eUcd_ TUaeU
^_ U^dUe^Q S_ ^Uhw^VQ U^dU\Qc S_cQc Q^dUSUTU^dUc i _c S_ ^cUSeU^dUc4i \Q] Y] QY^T^SQ^T_ TU UcdQ` bUW^dQ Uc ceVSYU^d
`QdQ bUc` _ ^TubQ U\Q 9 URU Q` QdUSubQ dT_ QaeU aeU TUcU Q^bcec _Zc%aeU Ucd SeUcdW^ ^_ cU` eUTU QXQ QbcY U Q^cebt_
] sc Vb cubQ UYS_ ^cYdU^SQ @c] UTY_c c_ ^aeU Q^dUSUTU S_cQc% _c UWsd_ c Ucd ^cVUeU^T_ S_cQc' McY^_ XeRYUbQS_ ^Uhw^
U^dU bUe^SQbQ\Qc S_cQc i cVUeU^dUc%` _eUTU XQRubUQSW^U^dU] UTY_c i V^Uc4i QcudT_c _c] UTY_c cubQ^d dQ] U^dU
YxdU Y^VeSd_ cQ DQdQaeU Uc U^fV^T TU cW_ QV^ ^_c TUS_ ^Uhw^%aeU cU S_ ^fUdU U^e^thd' GU_RcUf Q^SUbQ S_ ^Uhw^
_ bUfUQT_% S_ ^_ SU TU _dQ] Q^Ubc%U^dU\Qc S_cQc Q^dUSUTU^dUc i cVUeU^dUc%Uc_ Uc_c aeU T^bVMT U^Q UAUSSW^TU_c] UTY_c'
McY^_ XeRYUbQ dQ S_cQS_] _ e^Q S_ ^Uhw^UcdR^U^TQ%` _eUTU XQRubU AUSSW^U^SeQ^d_ Q_c] UTY_c4e^Q S_cQ^_ dU^TbQ
] sc dU^TU^SQ Qe^UWsd_ aeU _d_ 4XQRbQaeU ^_ XQ dQ S_cQS_] _ \Q dU^TU^SQ U^U SQc_ 'H_TQc UcQc S_cQc aeU c_ ^] UTY_c
Uhd_ cQc TU _dQc S_cQc%` _ U^U\QTU] eUcdQ^ Q^dUSUTU^dUc S_ ^UdQT_c TU U_c4i ` _b_ dQd_%QXQ QbaeU e^Q S_ ^Uhw^VQ
U^dU Q^dUSUTU^dUc i S_ ^cUSeU^dUc XQSU] UTY_c fQ^_ UYxd% YdU _ ^U U^U SQ] Y_ `QdQ Y_ ^UTb\QS_ ^Uhw^U^dU U] UTY_ i
U V^%Uc d^bT^Se\QS_] _ `QdQTUSb%aeU XQ e^Q S_ ^Uhw^U^dU_c Q^dUSUTU^dUc i S_ ^cUSeU^dUc YdU _ ^U U^U SQ] Y_ `QdQ
Y_ ^UTb^e^Q S_ ^Uhw^U^dU Q^dUSUTU^dUc i S_ ^cUSeU^dUc 8_] _ dQ ` _ S_ ^VUe^Qce` eUcdQ S_ ^Uhw^TU\QcSeUcW^_ U dU^TU
Q^dUSUTU^dUc i S_ ^cUSeU^dUc%TUC TU U^` b^SY Y_ TU dTQc \Qc S_cQc%QS_ ^Uhw^cU Ucd bUQY Q^T_ i QcUWb_ i ^USUCQb%Q
cUQ` _b\Qc U^ Uc UcdR^U^TQc TU\Q ^QebQUJ Q%` _bt cd c Z^d_ S_ ^e^TUSdU_ TU YdU _cSY ^Uc Y] UTY_c c_ c_RUbQ^_c TU
`_TubT^Y^_ %U^dUc i dQ Uc _SQcY ^Uc% TUSeQaeYUb_dQ] Q^UbQ #YSeQaeYUb_d_ XQ Q^49WV%` XQ dQ S_ ^Uhw^ ^USUCQbQ
TU e^QcU bU TU Q^dUSUTU^dUc i S_ ^cUSeU^dUc U^_c] sc] U^Y_ _eUTU dU^TU^Q_RcdQSe\Y Qb% Ub_ aeU_c] UTY_c aeU
edY Q] _c` eUTU^` U^dU^USubQ\QcU^4i ` _b_ dQd_ `eUTU^cubQV^ ^_c TU Uc_ c Q^dUSUTU^dUc aeU Ucd ^S_ ^UdQT_c S_ ^_c
S_ ^cUSeU^dUc BeUcd_ _RZd^_ Uc U^U SeUc_ UcdR^U^T_ TU\Qc S_cQc' : cVUj_c aeU edY Q] _c% ^S_cQc aeU U^dU^4i ` _b_
dQd_ `U^dU^USU^Q\QSQ TU^Q V^U^U^Q TU_c UfU^d_ c4GUce` _ ^UaeU dTQc \Qc` QdUc TUaeU \QSQ TU^Q QcubS_ ^UdQT_4i QcucU
ce` _ ^UaeU cU UeVUj Q` QdQ cubS_ ^UdQT_ S_ ^

QV6^_c UNUSd_c% QV6^Qc S_cQc S_~cW6YU^dUc e_dh c' MTUcTU\UeUW Ucd _^ Yj `YU^eY_ aeU_c UFU^d c aeU Ucd^
S_~USdQT_c S_^Ua% eUTU^cUb_c aeU^_c `b`_~Uj _c% aeU^_c dh c UUMWj _c% _baeU Zj WQj _c] sc `b_RQRWYQTUc TU
dU^be^Q S_~Uhw^S_~^_c UFU^d c TU_~bTU^UcdQRUSt_ i U Sebc_ TU\Qc S_cQc%aeU_RcUf Qj _c% TU QIW_ U^QWUf UQSW
TY^YQ

Ge`_~WQj _c e^Q S_~Uhw^WUQ i fUbtQTUb_ U^dUe^X_] RbW TU dU^ub_c _Zc QRWUd c U^U TUQSej SQdQ%6_ ^ReU^_c
wWU^_c TU\QfYcd% fUb4_~b\ aeU fUbUc S_~USdQT_ S_^ce QRbb_c _Zc% ^_ fUbS_^ce cY^QRbb_c _Zc4i dQj RY^
Q S_~Uhw^S_] _ U^dUW6X_ e^X_] RbW Ucd dhQd^T_ TU QRbb_c _Zc% ce WUQj U^dU XQSub_3Q S_~Uhw^UcdQRUStQ
ce^eUcdU^dU Ucd c Q^dUSU^UdUc i S_~cUSeU^dUc^TUZQbaeU\Q S_~Uhw^cUQ ^e^SQ d^cUW6b i ^USUcQY^eY TeTQ
^_~baeURQaeU Uc U^fQ_`QdQe^X_] RbW U^dUc StSe^cdQ^SQc`QdQ dQdQ TU QRbb_c _Zc%6_ ^U^V^TU fUb3ce
RZdQf U^UcU SQc_% Uec_ TU_c] UTY_c%eY^T_ U UNUSd_ TU ce f_je^dT%_ cU b_] `U\Q S_~Uhw^% TYW6e\QbU
thd_'

D_b\ aeU\Q_RZSW^TUaeU UcdQj _c Q_~ WcYU U^S_~rdQTU\QT_SbRQTU\Q^USUcYQT TU_c Q5_~dUj YU^d c TUe^QSubUj QTU S_~Uhw^i
S_~cUSeU^SQ^_bU S_~rdQY^%c fUbtQTUbQj U^dU\QWUj Q U^S_~rdQTU\QT_SbRQcQj Y^Q^QTU S_~rdWU^SQi \Qcd TUdUj YQSW^aeU Uc
YS_] `QdRU S_~^T6XQ S_~Uhw^GY^ XQj S_~Uhw^U^dUc_ c UFU^d c U^U aeU fU^T i U fY6Y_ S_~^cdU^% SeQaeYUbS_cQ^dUSU^UdU
U^d^SUC ^_ XQj S_~Uhw^U^dUc_ c UFU^d c i SeQaeYUb] UTY_ UcWUj _c edY QT_c S_~^U^V^TU U\c4i cYUc QcWQ S_~rdQSW^Wcd c] UTY_c
TURU^UcdQ U^fQ_`^ aeU aeUQTUc Q S_~Uhw^U^dU\Qc S_cQc Q^dUj WUc i cW6YU^dUc%Qd^] U^_c U^dU U^dU] UTY_c i WUc%_c UcWUj _c i
U thd_4i U^UQj Yc] Q`b`_~bW^c_~^] UTY_c i UcWUj _c YUW6SUC i U^fQ_` GUcW6U TU^ b^SY^c Qj Y^Q^Qc aeU^_ XQj WQj_ TU S_~Uhw^
U^dU\QfU^T i U fY6Y_% SeQaeYUb UFU^d Q^dUj b_ S_cQ4_~W^_dQc`QQRbQc%aeU\QTUdUj YQSW^TU\Q U^dU^SQ TU\QfU^T _U fY6Y_ ^_ Uc
QcU^_] sc] U^U_ TU^U TU\Q Y^WU^SQ TU SeQaeYUbS_cQaeU fYU^U Q`QcQ Q^dUSU^UdU^TU\Q SeQ\QTUdUj YQSW^TU ce U^dU^SQ Uc%
S_] _ce SQecQ%W^W6Q% ceU_4`_baeU XQcdU] _U^d %QaeU Uc QcU%_ Uc TU\WU TUdUj YQSW^4i %_b\ dQd %Qcd QX_ bQ ^_ XQj ^QTQ
TU\Q ^QdUj QTU\QfU^T _U fY6Y` M\ aeU cU TU^eSU^aeU\QfU^T i fY6U^_c ^U^QRc_led %W^~W^WQj %TU^U^TU^T_ TU% S_~USdQT_c S_~
S_~SeQaeYUbQ5_~dUj YU^d Q^dUj b_ U^dU^SQ%] _ce SQecQ%\Qd^%] UTY_c` M cYUc QcW^d ^SUC d T_c_c] UTY_c QbRQj U^SY^QT_c
TURUbs^cUbd dQj U^dU U^fQ_` aeU\QTUdUj YQSW^TU\Q U^dU^SQ TU fU^T _U fY6Y_ ^_ U^_] sc] U^U_ TU^U TUbs TU\Q Y^WU^SQ TU
SeQaeYUbS_cQaeU fYU^U Q`QcQ Q^dUSU^UdU^TU\QaeU\QTUdUj YQSW^TU ce U^dU^SQ Uc%] _ce SQecQ%W^W6Q% ceU_4`_baeU XQcdU
] _U^d %QaeU Uc QcU%_ Uc TU\WU TUdUj YQSW^4i %_b\ dQd %Qcd QX_ bQ ^_ XQj ^QTQ TU\Q ^QdUj QTU\QfU^T _U fY6Y` M\ aeU cU
TU^eSU^aeU\QfU^T i fY6U^_c ^U^QRc_led %W^~W^WQj %TU^U^TU^T_ TU% S_~USdQT_c S_~SeQaeYUbQ5_~dUj YU^d Q^dUj b_
U^dU^SQ%] _ce SQecQ%\Qd^%] UTY_c` M cYUc QcW^d ^SUC d T_c_c] UTY_c QbRQj U^SY^QT_c TURUbs^cUbd dQj U^dU U^fQ_` aeU\QTUdUj YQSW^TU\Q U^dU

9U QaeUcU TU^eSU^aeU^_`eUTU^_~W^SeQaeYUbS_~^cdU^SQ S_~^U Ucaeu] Q6b Y^Q^Q%UbSeQaeYUb] _df_ bQj ^QRU TU dQd
S_] _e^Q S_~^ZdUQ WUQd^Q Q\Q S_~cUSeU^SQ TU SeQaeYUb] UTY_ i UcWUj _c%6_ ^U^V^TU UcSQ QbfY6U^_ Q_RdU^W^TU fU^T%
SeQaeYUbUUSW^_`WUWU^SQ TU_c] UTY_c%6_] _dU^be^Qj Q`b`b_RQRWYQT TU thd_`_bQW6^_c aeU_dh c4i QcUQTUc TU
SeQaeYUbS_~Uhw^~QdU_ TU^U^TU^SQ TU W^TU_c] UTY_c% QdQf^c TU SeQaeYUbS_~cdU^SW^TY^YQ% \QV_bj QWUf UQTQTU 9Y_c
TU_d WQb_ dQubQ` QcQ UcdQc S_cQc%6_] S_~cUSeU^SQ TU SeQaeYUb] UTY_%UcWUj _c% bQSY^Uc% XUSX_c`8_~ZdUQc U^UcdU
xQj _SQc %TU^U^TU^Ue^Qce`_cW^W^aeU U] Yc] _9Y_c Uc U^TQT_b% SQecQTUdUj Y^Q^dU^TU_c UFU^d c c\YSdQT_c4`Ub_ cY
TU^U^TU^TU\Q\WU TUdUj YQSW^W^d ^SUC 9Y_c ^_ Uc U^Qcd bTU TUdUj YQb_ TYc`_~Ub TU U\c4i cYUcdQc S_cQc ^_c ^TU ce
TYc`_cW^W^W^d ^SUC ^_cU`eUTU XQSubS_~ZdUQc^TUc TU SeQaeYUbUf UQSW^aeU XQTQT_~W^WUQSW^S_~SeQaeYUbV_bj Q_
] tdT_ TU ce TYc`_cW^W^TU U\c` G^W^Ucd c`b^SY^c%6_ cW_ fQ QcUW6Y%aeU_c X_] RbUc ^_`eUTU^dU^ub^W^W^` _df_
bQj ^QRU TU Z^SY_ S_~^ZdUQ TU aeU cec] UTY_c i UcWUj _c`QdQ_RdU^ub\QfU^T% UfYQbU fY6Y_%Ubs

thd% Ub`eUTU^UcdQbcUWeb_c TUaeU^_ \ XQbs^4aeU`eUTU^UcdQbcUWeb_c TUaeUcUbs^U^fQ`4i aeUcyQW^QfUj_ \ aeU
U\c RecSQ%WUWQ`QcQ% cUbs U^QRc_ led_TURIT_ Q\c] UTY_c aeUedQ`Q` DQdQ] UTY_c i UclVubj_c`eUTU^_ du^ub
^YV^UUSd U^QRc_ led%QV^TU_Rdu^ubQ V^Q% Ub_ U^e^_ TUUc_c T_c] Q^UdQ4i QcUQ#\$6 dQfTc TUe^Qdu^TU^SQ
^QdbQ i VYV^U^SQ TU`bu Qdbi Tc`_ ^ub\Q] U^du] sc Q\c Qsd_c f^Ue_c c% QcUQXQSU^T_ aeU\QTY`_ c^SW^TU S_bQ w`
`QdUcdQb] sc QVQf_bTUdQuc Qsd_c% \UfQ^T_ \Q] U^du] sc U^VQfYV^TU VUQ^QSQ^SU] _d^_c i Ucd] e\c4_ ##\$6\`_ ^ub
`Ubc_ ^Qc] sc U^U SQ] Y`_ TU\QS_ ^SUCW^TU\c RU^UWSY_c TU9Y_c` DUB_ ^YV^_ TUUcd_c`eUTUaeU U SQc`_ B_ UclV\Qd] Q4
`_baeU^S_] _cU XQ_RcUfQT_ c] `Uj U^du^aeU^_ S_ ^c^du U^VQ^TUQdQ V^Q^QTU\Q Qed_TUdUj YQSW^%aeUce`_ ^U^UcU^SQ
Q\Qf^UeT%aeU9Y_c TURUcUbaeU_d b^Q% #_ aeU Ucl_] Yc] _\$U Qed bTc`_ ^ub\QTUdUj YQSW^TU\Qf^UeT`_ B_ UclV\Qd] Q4
`_b\QYV^U^SQ ^QdbQ i Vdu^TU^SQce`_ ^U\QSQecQY^QT i VQS_ ^Uhw^% ce`_ ^U\Q^USUcY^QT TUUfU^Y`_ % SeQ Ucl
YS_] `QdRUUS_ ^V\VRUBQT 6b] Y^Q^Q i ^Qdu^TU^SQ TU\c] UTY_c% \Qd^Q^T_ U S_bQ w^U^VQf_bTU\Qf^UeT% \UfQ^T_ \Q
f_je^dQT RQZ VQYV^U^SQ i U`_ TUBTU] _d^_ c U^cec TUdUj YQSY_ ^Uc% ^d^d YS_] `QdRUUS_ ^V\VRUBQT 6b] Y^Q^QTU
f_je^dQT%aeUS_ ^c^du U^VQY^TU^U^SQ% c_RUbQ_ \VRU TUdUj YQSW^%S_] _cU XQTU] _cdQT_ U^VUQ^] UTY^Q

GYUj RQbW% QdQ\QUj YQSW^] sc S_] `UcdTUUcd` BUZSY U^S_ ^dQTU\QT_Sdb^QTU\Q^USUcY^QT%aeUcU XQ] Qdu^Y`_ %] _cycU
du^TUwQVQf_bUSube^QRQ^T_ ^_ d_Q TUd_T_c\c UclVubj_c S_] _fQ`4\Qc c^V^U^UdUc S_cQc`eUTU^cUbs_ ^cYUdQT_c3&

@SeUcdw^_ UclV_c X_] RBUc`_ ^eUTU^`_ b\ d^d_] UZ^QbUcdQT_Sdb^Q%&cQRU] _c aeU] eSXQc T_Sdb^Qc fUBQTUdQc i cQ^Qc_c`
QRecQT_c4` Ub_%VQT_Sdb^QTQSeQaeYub_SQcW^cm_ `Qd^T^SXQ] UZ^Q4_ c^W^U^ce`eUcd TU\QfUdQT TU\QT_Sdb^Q%e^ec TUU\QS_] _
cUbdQbQ_ ^QRUS GYQW^Q QVd] Qbs%aeU^_ \ XQbQ% Ub_ aeU\Q ^QdbQ Uj Q] Yc] Q TU\QT_Sdb^Q UclV aeUj`_ b] Qc_ _ SQcW^` QdQU_ %du^U
aeUcUbu^UcdQc`_ c^SW^4QcQRub%aeUe^Q ^USUcY^QT d^Yf QdQRU TUdTQc VQc S_cQc aeU i QcU UcdQRUSW^TUURU XQSubaeU\QYUdb_ c^SW^TU
dT_c\c] UTY_c%UclVubj_c% ^SecY_ ^Uc_ QSSY_ ^Uc TU\Q ^eUcdQ% ^U^V^TU\Q_Rdu^SW^TUSeQaeYubUhdUj_ VedeB_QRc_ led`_ %UUSdQ] U^du
Y^VW^U^SQ`baeU^`_ ^eUTU^U^QRc_ led_QdUcb_fQbQ U Seltc_ i VcUbu TU S_cQc^U^SeQaeYubSQc_` S^Se^cd^SQ4dT_c i Q UcdQ^T_ VQQTQ
Y^TU^RUj U^du`_ b^USUcY^QT4i aeU%_ b^d^d`%UclV_e^Q` Seltc` QdQ\c X_] RBUc QecQbSeQaeYub] UTY`_ QdQSeQaeYubV^4` Ub_ ce cQR^UebQ` QdQ
QX_HdQ U\Q] _UcdQTU\c UclVubj_c% d] Qbce VQSY^QT B^YV^Q` UclV`Q`eUTU XQSube^QYV^U^SQ dQ TUUcdQT_Sdb^Q% \UWbQe^Q
S_ ^SecW^%e^S_ ^dQTU^S^UcU] Yc] _% fQU^S_ ^dQTU\c` B^SY^Yc] Yc] _c aeU`_ BU^TU QSe^QbC_RBUaeU i Q\UWQe^Q S_ ^SecW^ i d] Q
e^Seltc`_% ^U^V^TUce V^W^%Sec_ ce SQc_% U QX_Hd TUcu] Yc] _TU] _UcdQc aeUcU RecSQQW_ VedeB`_ edQ] Q] UTY_c S_ ^U^V^TUe^Q
S_cQ VedeB`% ^Sec_ U^ce UQR_ QSW^Q UQcQS_ ^SecW^%aeU RecSQbs ^Q^Q% U ec_TU ^YV^Q] Q^UclU^V^TUSeQaeYubS_cQU^U VedeB_4aeU
RecSQce VQSY^QT VedeB`_ U RU^UWSY_ i S_] _TY^QT TU\QY^T_ U^SQ GYQ ^USUcY^QT` BU^Q%aeU TUdUj YQdTQc VQc S_cQc%QSUfQ`_ dTQc VQc
QSSY_ ^Uc_ S_ ^SecY_ ^Uc TU\Q ^eUcdQ% ^U^V^TUSeQaeYubS_cQ VedeB4U^d` ^SUC du^UfQ^Qc dTQc VQc S_ ^SecY_ ^Uc i VQS_ ^TeSd TU\c
^eUcd_c% ^U^V^TU ^eUcd VedeB VQSY^QT @Q] UTY^QTU ^eUcdQ VQSY^QT% ^U^duj`_ % _T_ i SQ^Q S^Se^cd^SQ TUaeU% Q Ucd VQQTQ%_ b
dT_ \ TUdUj YQ^Q ^USUcY^QT% d^d S_] _SeQaeYub_dQ S_cQ GY^SU aeU TU^du TUcu] Yc] _3 oE et V^SY^QT_] YUdbQ VedeB_f_i Qdu^U^%Q
Ucd%U^UUSd`%TUdUj YQT_`_ bU Seltc_ i VQS_ ^Uhw^TU\Qc S_cQc ^USUcQbQc4D_b\ d^d`%_ f_i Q QX_HdQ U\Q] _UcdQTU dQ^QZ i T^WU^SQ
aeU^_ cu`eUTU QWUWbQ TUdUj YQT_ VQQT_ TU V^SY^QT% Tc] Yeb] Y] YUdbQ` Ub_d] Qbs] YWecd`%`_ Tbs^Tc^VedQb TU\QS_] _TY^QT TU\Q
`UdUj Qi ^UWU^SQSe^X_] RUQcuS_ ^dQT^SU Qcu] Yc] _4T^SU%Q] UTY^QTU ce V^SY^QT VedeB`_ bdT_ \ TUdUj YQ^Q ^USUcY^QT% d^d S_] _
SeQaeYub_dQ S_cQ GY^SU aeU TU^du TUcu] Yc] _3 oE et V^SY^QT_] YUdbQ VedeB_f_i Qdu^U^% Q Ucd%U^UUSd`%TUdUj YQT_`_ bU Seltc_ i VQ
S_ ^Uhw^TU\Qc S_cQc ^USUcQbQc4D_b\ d^d`%_ f_i Q QX_HdQ U\Q] _UcdQTU dQ^QZ i T^WU^SQ aeU^_ cu`eUTU QWUWbQ TUdUj YQT_ VQQT_
TU V^SY^QT% Tc] Yeb] Y] YUdbQ` Ub_d] Qbs] YWecd`%`_ Tbs^Tc^VedQb TU\QS_] _TY^QT TU\Q` Uduj Qi ^UWU^SQSe^X_] RUQcu
S_ ^dQT^SU Qcu] Yc] _4T^SU%Q] UTY^QTU ce V^SY^QT VedeB`_ bdT_ \ TUdUj YQ^Q ^USUcY^QT% d^d S_] _SeQaeYub_dQ S_cQ GY^SU aeU TU^du
TUcu] Yc] _3 oE et V^SY^QT_] YUdbQ VedeB_f_i Qdu^U^% Q Ucd%U^UUSd`%TUdUj YQT_`_ bU Seltc_ i VQS_ ^Uhw^TU\Qc S_cQc ^USUcQbQc4D_b
\ d^d`%_ f_i Q QX_HdQ U\Q] _UcdQTU dQ^QZ i T^WU^SQ aeU^_ cu`eUTU QWUWbQ TUdUj YQT_ VQQT_ TU V^SY^QT% Tc] Yeb] Y] YUdbQ` Ub_d] Qbs] YWecd`%`_

i \Q] YUbiQi QUcd VQTC% ^_fQQdQCbTUTe] YeYUae^_%YQQTbQ\Q_dQ4`Ue_cYU] RQbW%U^ce] Y] QS_~SecW%
Ucd_S_~dQTSU4`QdQUaeUXQSUtUcQ`QdUSUcdQS_~SecW% QdQVUWQbQce VedeQVUYSYQT%_b\QVQSYQT i S_] _TYQT
TUce ~UWYU~SQ% Tc] YeYbce VedeQ_`b_RU] Qc i] YUbiQ QX_~QbQ\Q] _\UcdQTUedQY Qb] UTY_c i dYU^T_ T_~buc

D_b_ dQd_%Qc`Ute_~Qc^_`eUTU^bQ_~QRU] UYUaeU Ucd] UZbQTU\QT_SdbnQTU\Q`USUcYQT%aeUfQ`QYbU^e`Q`~UWYU~SQ
f_je^dTbQTU_c] UTY_c`QdQce`b`~QVUYSYQT`DQbQ_c`b`SY`Yc aeUTURU^`bQ%`^U^V^TU Ucd_%^`YS_] `QdRUc S_`ce XQSub
~YV^Q] UZbQU^QRc_led_ TU\QT_SdbnQ4`QdQXQSube`QSYUcd] UZbQTU\Q] Y] Q`TURUcubYV^U^SQT_`_bt\% QdQ\UWQbQQV^Q
S_~SecW`f_je^dTbQ%U^` aeUcU bUWUWQce`b`~QS_~TeSdQ%`e^`_S_ TUfYcdQe_RZdR_4`Ue_ Ucd_%`_] cUXQTU] _cdQT_%Uc
YS_] `QdRUc S_`c`b`SY`Yc aeU`bUW^TU^QScdQb: ^bUce] U^%_c`b`SY`Yc c_`^dQUc aeU`_cU` eUTU QScdQbU^QRc_led_%`U^
SeQaeYUbc` USd`%TU V`b] QS_XUdYU M`_b_ dQd_%U^SQTQ`bUdY^TU QScdQb`RUU\`c% XQSubSeQaeYU] UZbQU^d T_c U\`c%
XQ`e`QS_~dQTSW^U^cu] Y] Q

: ^SeQ`d`Q\Q`RZSW^U^S_~dQTU\QT_SdbnQ`aeUXU dQQT_ TU TU] _cdQb%aeUXQSU aeU_c X_] RbUc cUQ`cY] `Uc
] saeYQc4M_ TnbQ`aeUQ`UcQbTU UcdQT_SdbnQ`U X_] RbUc TU d T_% UWUSdQ] UYU% Y`TUSRU] UYU TnbUWYU TU e`Q
cY] `U] saeYQ`U^QaeU t\ dYU^bQ w`i U UYU^TY] YUd_% dYU e`QVQSeledQT TU\Qf_je^dT% Uc dQ`SQ`Q] TUf_je^dT i
UWSSW`4i U^aeUce f_je^dT Uc V^YT_`_b_c T`SdQT_c_`e`d`c TUfYcdQTUce UYU^TY] YUd`4i U^aeUcec QSSY`Uc i
S_] `_bQ] YUd`c Uhdub`_c% U^] eSX_c Qc`USd`c dQ] RY^cec`U^cQ] YUd`c% \`c UZUSSY`c TUce] UYU`Ucd`^ceZd`c Q
ce f_je^dT4`_b_ aeU`_ dYU^YRUbQT`QdQ QScdQbTU QSeUbt_ Qce UWSSW`% XQSub_ aeU\U`V`Q SQ4i`%_b] UTY_ TU UcdQc
S_cQc%Uc SQ`Q] TUXsRY`c] _bQUc i Qsd`c] _bQUc`dQUc YSYQSY`Uc i QSSY`Uc%`_] %TU QSeUbt_ S_`^U cU^YT_ S_] x^
TU\QXe] Q`YQT%`^TYW`c TU U\ VY`%Q] _b`b`Y`U\Q] _b% V`bUS_] `U^cQ4_%

: ^UcdQc S_cQc Uc VQTYUW~SQ TU\Qc cY] `Uc] saeYQc%`_] _Q\Q`YRUbQT i VQQW~SQ`aeUcU bQ`d`TQ\Q` UWSSW`%QTYWYQT%
`bYUWY`%U^~YV^`Qc` USd`4d`TQ\QTYUW~SQ aeUcU`eUTUTUcUQ%` d`T_`_ aeU`eUTUS_~SURYcU4i TU XUSX_ d`T_`_ aeU\Qc
`bUdY`cY`Uc TU_c Qd] YQ`_c] Yc] _c fYU^U^Q%QaeUQ] U^eT_ cUfU^`RYWQT_c QUh`V`Qb`_bcu] Yc] _c`#` UcQbTUcec
Uh`V`QSY`Uc TUb SQ] YUd` i VQQR`VSW^TU\Qc S_cQc QVQ] QT_% VYVWcUUh`V`SQT_%DQdQaeUcUfU^`RYWQT_c QUh`V`Qb`e^
`_TubTU Qed`TUbQ] YQSW^TU\Qf_je^dT%_be`Q`_dY`SQU^U Q] Q`QdQTUdQ] YQbQce Q`d_Z_`_f_je^dT4aeUfYU^U QcU b^
] sc aeU Ucd_%aeU U X_] RbU dYU^e^`_TubTU UWYU` U^] eSX_c SQc`c% eUTU XQSub_ aeU aeYUdQ`%aeU Uc e`QS_cQ] ei TYUdYU
TU\QS_~dQTSW`%QaeU dYU^U`_TubTU UWYU`ce`bQ] UbQsd` TU UWSSW^U^U SQc`_

C%Yce UcaeU] QXQSU aeU SeQaeYU`dQTYUW~SQ aeU Ucd_ UYU X_] RbUc i] saeYQc%Uc`QdQ`U`bUc dQ`VZ`c TUce`_~UbaeU
c X] RbUc dYU^e`QTYWYQT i e^`bYUWY`_`bU^SY` QTU\Qc] saeYQc%aeUXQSU aeU\QV`b] QTUce TUbQ] Ys`T_cU Q`^] sc
YVU` A YUdQc aeU\Qc] saeYQc Ucd`V^YTQc`_`be`Q SQecQ UYU^TY] YUd`%_b\Q] Q` XsRY`TU`RbU`_`b`YUdQY`4Qf_je^dT
TU X_] RbUc UTUdQ`Q\Q`bYUdQSW^TU^QTQ] sc aeU QRc_led`QS_~dYUW~SQSYUQ

GUESSU^J >

: ^SeQ^d_ QaeU\Q_RZUSW^S_ ^dtQTU\QT_SdbrQaeUcUXQ] Q^du^T_ %aeU Ucdj TUQSeUbt_ S_ ^U Ucd_Ys_ 9_SdbrQTU\Q; U% \Qc_ `YY ^Uc TUA b =_RRUc'

8I 6B9C SQfY^cdQc cU_ ` _U^Q\QYUQd] Y^Q^QTU\Q\YRUdQT TU\Qf_je^dT% \QS_ ^drWU^SQTU\Qf_ \SW^WY^cdU^U^aeU ^_ XQ Qsd_c TU\Qf_je^dT%YSeQaeYUb_d_ UfU^d_ aeU cUQ% Ub_ _ aeU c_ ^Qdu^T^T_ c S_ ^QVW^d^ TU ^USUcY^QT4cec_ ` _cYd_bUc SQ] Q^U^ S_ ^dtQTU U\c% QaeUTU QSeUbt_ S_ ^\c Q^dW^_c Ucd_Ys_ c U^ce T_SdbrQTU Tucc^_% S_ ^U Gb =_RRUc U^ce_ `Y^W^TU\Q ^USUcY^QT'

B_ fQ\TbQ\Q`U^Qd_] Qb^_dTU d^Y] ` Uad^U^dUe^Q_RZUSW^%Y^ XeRYUbQcY^ Y^cdQT_ ` _bQW^_c TU\c UcSbd_bUc Qd] Y^Q^Qc` brSY Q\Uc' =QRUQ] eSXQc fUbtQTUc Y] ` _bdQ^dUc] Q^du^T^T^Qc` _b\c Q^dW^_c W^UW^c i b_] Q^_c W^Wc_Vc% Uc` USQ] U^dU\c Ucd_Ys_c%aeU c_ ^e^SQ Uc U\` U_b` QdQU^` _TUbTU U\c' @c Ucd_Ys_c% _bU QSeUbt_ WU^UbQ TU\c dUW_Wc Sb^cdQ^_c i dUW_Wc%^S^ec_ Qd] Y^Q^Qc%UdQ^_c] sc W^Q^Tuc% sc cQR^Q% \] sc f^Ue_c_ TU d_T_c \c W^Wc_Vc` QVQ^_c4i U^ce T_SdbrQi U^Q` bSdSQ\UWU\Q] sc SUBSQ^Q Sb^cdQ^_c] _ TU SeQaeYUbQTU cec cUSdQ^ o8_ ^aet WUSeU^SQc_ ^\c T^SX_c TU Ucd_c W^Wc_Vc%W^] eSX_c TU\c UcSbd_c i cUd] _ ^Uc%^S^ec_ TU dUW_Wc Qd] Y^Q^_c% b_TeSY^_c% _S_] _ QdW^] U^d_c TU\Q\QcUTQT TU\Qc T_SdbrQc aeU U\c U^dUWQ^%Y^_ S_] _ e^QS_ ^Wd] QSW^TU QW^Qc TU\Qc] sc W^Q^Tuc fUbtQTUc TU\c Sb^cdQ^_c bU^W^W^%

MUc] ei ^_dQRU^U^WUQSW^S_ ^U 9B K XYRi %aeU` UcU QaeU QVd] Q U QSeUbt_ TU\c Ucd_Ys_c S_ ^^_c_d_c%W^T_ ^TUcUce` _UaeU] Q^du^U^Q^T_SdbrQ_S_] _ S_ ^^_c_d_c%_] _ e^QdW^] U^d_ U^S_ ^dtQTU\QfUbtQT TU ^eUcdQT_SdbrQ^c^U] RQW^W^cdU] Y_] _ 9B K XYRi QUWU QSeUbt_ TU\c Ucd_Ys_c S_ ^\c Qd] Y^Q^_c%W^T_ ^TUcUce` _UaeU U^cUWQb_ ^Q] Y_] QT_SdbrQ_S_ ^U\c%_] _ e^ QdW^] U^d_ QVQ^_bTU\QfUbtQT TU ce T_SdbrQ 9U] Q^UcQaeU^SeQ^T_ \c Ucd_Ys_c Ucd^TU QSeUbt_ S_ ^U\c%Ucd_ #Q` QUSUbUc e^Q S_ ^Wd] QSW^TU ce T_SdbrQ% e^Q UW^cdQSW^TU\Q ^eUcdQ%_] _] eUcdQTUaeU ^eUcdQc_ `YY ^Uc c_ ^S_ ^dtQ^Qc Q cU^T_ ^QebQ i Q bQ w^S_] x^TU\QXe] Q^Y^QT3G^U] RQW^%SeQ^T_ \c Ucd_Ys_c TU QSeUbt_ S_ ^^_c_d_c%U QdW^] U^dXQ dQ_S_cQU^ ^eUcd_Qf_b^ Ub_% `_bU S_ ^dtQ^%Uc e^W^Q^QdW^] U^d_ U^S_ ^dtQ%_c_d_c%] eUcdQ ^eUcdQT_SdbrQ` Qd cub` QVQ^Q

GU_RcUfQ` _bQW^_c UcSbd_bUc SQfY^cdQc%aeU cY] R_ \YQ^_c Qd] Y^Q^_c S_ ^\c Ucd_Ys_c U^QW^Qc TU Ucd_c T_SdbrQc aeU cU_ ` _U^` _b\c SQfY^cdQc4U^` QdSe\QbU^ce ^UWQbe^Q^%QS_bte` S^W^d dQ TU Y^Q^Qd_ bW^Q i TU bQf QSW^TU S_bQ w^4i U^ _ aeU U\c \UfQ^QSQ^_ TU\QSQ^ QSY^QT TU X_] R^W` QbQXQSUcUfUbtQTUd] U^dUf^Ue_c_ i cU QZcdQRQ^Q 9Y^c4i U^QW^Qc _dtQc T_SdbrQc' GU` eUTU_RcUfQbQTU] sc%Uc c^T^TeTQXQ] UZ_b_RZUSW^S_ ^dtQ ^eUcdQT_SdbrQ^aeU Ucd TU QSeUbt_ %W^ QW^_c Qc` USd_c%_ ^\QT_SdbrQTU\c Q^dW^_c W^Wc_Vc Ucd_Ys_c%aeU _ Uc S_ ^dtQ\Qcei Q^W^QaeU cUTUWU^SQ^TU ^_c_d_c% aeU Ucd TU QSeUbt_ %W^QW^_c Qc` USd_c%_ ^\Q_ `Y^W^TU\Q` U_bTU\c W^Wc_Vc` QVQ^_c%_c cUW^T_bUc TU: `Yseb_%aeU U\ `QTW^TU QdUc] _ i U\YRUdQTU% S_ ^\QT_SdbrQTU\c cQT^SU_c i \c Z^ceYQc'

B_c_i] eSX_ Y^dUcQT_c f_ ^SubS_ ^UHQsd^T_ aeU\c Q^dW^_c W^Wc_Vc Ucd_Ys_c \UfQ^QSQ^_ U^WUQSW^S_ ^U Tucc^_% _U W^TU TUdU] Y^Qb_ aeU Uc fUbtQT4S_] _ cYcU dQ^QbTU e^QVd] QcUW^bQTU cUdU^Q TU bUSXQ% QdQd] QbReU^Q QU^SW^Q^T^YUbbTU U\c' DQUSUaeUTUW^Q^U^dU cU4i % b_RQRU] U^dU^QT_SdbrQTU Tucc^_%_] _ c_cdu^U\Q] Q_bQTU U\c%UdQ^W^QW^_c Qc` USd_c%UdW^UQ DUb_ SeQaeYUbQaeU cUQce T_SdbrQ

WpZvYQVw^_TUu\cduQe^Tudr_%_]_UcBjwRQd\QdSeQaeYbVRuDt%aeU_S_~cdUu^eUcd_XQSub\aeU^c`VQSQ
AU~Ww_S_]`Vcd]UrdUcUtdr`GYcU\UfQ^QSCR_d\ceUduaeU^_UcS_~cdUrdU_S_~Vc^_SY~UcS_]e~Uc`e~UcQUc aeU
VXejQrYQTdu~TU\QVRuDt%QQScfYQT%QQUW%SQ_]_bQ%QfYdT`iUfSY4AUW~e^SQ^QSeQaeYbS_cQ`QdSYTQ%Sd\aeU
XUTU]_cdQT_aeUu\Uw]U^]QrdW_XQ_d\UcaeU]QGY_cUcd_Y_c%_bUtuDr`%aeYduTUSbSeQaeYbS_cQTU~QdbQjQd\aeU
aeUcu`eUTQce`_UbaeUydu`~UcUu^uSQY_Y_TU\QfUrdQ]RUWbY_TU\QedYQSW_TU_c]UTYciUcUej_c%XSUb_
]U^cfQUVQ`U^QUAdU]`_`QdQaeU_cX_]RbUtuUQ^iRecSQ^Tuc`etcSeQaeYbS_cQaeUcefYdT`iVdSYTQT_S_~cdU4B_
duW~Vw^QT_SdrQaeUcd\ceSY_S_~d\YS_~fU~Udu%_]scaeUSeQaeYb_d\UcaeU]QaeUcuQd]TU~Vw^Q]QrUcdQr_
S_]_U\UcaeU]QTU6bYVQrQTUS_~VW%SQ4S_]_cUXQTU]_cdQT`GYcU\UfQ^QSCR_d\T_SdrQTU\QVQdYQT`e~UcQ
S_]_UcYS_]`QdRU_S_^SeQaeYbSQUcTU\VRuDt%aeUu`_`eUTucubSeQaeYb`UbuSSW^QTYWYQT%bYUWY_RUWbY_%
SeQaeYbS_cQTUcUQRU^u^SeQaeYbQc`Ud_%QdSeQaeYbSbQdYduW~du%_S_^SeQaeYbVRuDt aeUu`_`cRU_Y]QVQRU4
6RbQ_Qd\T_SdrQGYcU\UfQ^QSCR_d\T_SdrQTUceUduaeUu`YS_]`QdRU_S_^U\RUcdQbTU]e~T_U^dTQcVcS_cQc
ceZdcQVQTY`_cSW_TUe^QUWduYduW~duYduW~du%aeU`bUcYU%_S_]_UQ]QTU]e~T_%Ud_S_]_U\GUv_bc_RUQ^TU
e~Uc_%aeUWUd_T_S_cQ`_`b`b`YQf`e~QT%QUUSSW^iUfYUv`~U\UZbSY_TU\QVRuDtS`SURRU]sc`UduSd`eY
ceZSW^Q~Vw^d`TUbUcdSSW%UcdQbQUSQQTQ]UrdRQ`U`_Tub_VQYVeu^SQTUSeQaeYbS_cQrUc%bU^SY`Q`cYtV

^SeQd_ Q.GB=_RRUC TU] QndUbQ] Y] QT_SbrQQUuSQU TU\Q ^UsUyTQT48_ ^Uc_ aeUcesUTU Be^SQXU\UT_ UA.GB=_RRUC_ 9UzvaeUce_ ^Yw^cuQ\ aeUaeUcQ%_ duU] _c aeUbuSXQ QbdTQfUbtQT aeUcuTU] eUcdQ_S_ ^`baURQ: S(QCQ%U) Ub_XUSX_TU aeUe^QfUj ^eU_c_dU^TQ`_bQV^_c] Q.X_] RUj: cdQWQ^fUbtQT^aeU?Uxc U: U=Z TU9Yc%_ cuUSXwQ`UbtUb%QaeU^eU e^QfUj i_dQfUj `b_SQ] QT_U^QdQf_j `^bU.TQR_`GYQfUbtQT Ucd d^S_ ^Q] YQT_% ^aeUcuXQRQ`_b]QR_SQ`_`bUcSbd_ `b]Q`e] Q^TUQW^X_] RUj dQ^UcQU^Uj _c TU] U^d^aeU ^e^SQTURUcubbuSYT_%e^SQcQRUj _c SeQ^T_ ^c \UfQ] _c QSOR_ ^YV^Q^TU\Qc fUbtQTUc] sc`buSY_cQ: i UfYU^Uc`_be^Qdu^SQcU^eQ M^cYUcUw_b=_RRUC XQXUSX_e^] Q.ec_TU Ucd fUbtQT^aeU U: TU\Q] U^Qd^ Ub_QfUbtQT ^_Uc T^W_ TUcub`U^cQT_buSXQ_U^UcQSeU^Q: c_S_] x^aeU\Q: S_b^SY^Uc TU\c S_bQ`^Uc TU\c X_] RUj] Q_c QReU^TU\Q:] UZbUc_S_cQ aeUfUc`b`wcYd`c`HQ] RY^`_ThQd] Qb^d^TUce XQRUbcY_ _RcUfQT_%aeU\c Qj Y^Q`_c Ucd ^TUQSeUbt_S_ ^UA.GB=_RRUC U^] eSXQ:] sc_S_cQ aeU\c SQfY^Qc48aeUW^_ aeUcuT^SU aeUdu^U^buQSw^S_ ^U^ USQT_ ^WYQ%Q ^UmbQ ^UsUyTQT TU\Q]e] YQSw^c_RUj QebQ%Q ^UmbQ WQSwY^ecQ%Q ^UmbQ T_SbrQ TU\Q ZeCdWQSw^` b]QWj QIM dQ: S_cQc'

GUSSY[^]J ➤

: ^SeQ~d Q\Q^USUkTQT TU\Qf \e^dQT TFYQ

6\W^c`eUTU^`_cRUJ] U`U_`RUZbU`S`_dQTU`_aeUcUXQce`eUcd`TU`QRebT`_i`QYS`_cYd`SQTUe^`_`TubTU`
Qed`TU`uuj`YQSw`TU`Qf`_e`dT%`iQY`_`_cRYTQT`TU`aeUcUQ`_dQS`_cQaeU`Qf`_e`dT`TURU`cub`TU`uuj`YQTQU`SQTSQ`_`_b`
QVx^`_`d`_%`_`be^`_`d`_aeU`#Q`i`S`_`_Ucd`U`QfYcd`TU`QS`_`_`W`cW`\$`cU`TU`e`Q`UcYcd`SQce`_`Uy`bQ`SeQaeY`b`
Q`QbU`U`T`U`U`_`_`Q`_4aeU`cYt`cd`c`

_ aeU Uc fUdQTub_%UcYWeUaeU^_ cw\ Qf_je^dT TU] Urdc SduQTQc%Ub_ Qf_je^dT TU9Y_c] Yc] _%kc ^USUcQdY_ U^dTQc cec
TUduj_ YQSY_~uc: 8_ ^buc^ U5d_ Q\QSeQ%WBU UA Qed_bTUA: ^cQ_ c_RBU\Q\YRUbQT TU\Qf_je^dT TU9Y_c i U^Q SduQebQ/#`' 1. %a/ \$
@ aeU UhdQvQT_SdbrQUc tcdQ%W^S_~rdQTU d_TQc ^eUcdQc YTUQc TUA_T_] YY_ TU9Y_c5 o^_ cUTUcdci Q\QW\ bQTU ce \YRUbQT TU
UuSSW% WaeYQ UA SduQT_bi W_RUBQT_bi RU^UQ5d_bTUA] eT_%aeU\Q] Q_b^ Qdu\YRUi c_RUBQ^QWU^du%Q TQ\QW\ bQTU
UcdU d^_ TU\YRUbQT5 ^_` QdUSUaeU XQSubTUt\ e^ d^_ TUc_` _bu] USS^S_ TUA TUCd^_%WYcb TeSb\QT_SdbrQTU\Q\QQTQT i Q
^USUcYQT TUA cUy_b=_RRU U^dTQc Qc S_cQc aeU9Y_c dU^UaeU fUbS_ ^5 oB_` QdUSU bu^ buU^QbUA RU^TQd_9Y_c S_] _e^cUbTU
WQ^S_] `bu^cw%QcuS_] _UA`_Tubi Q UWSU^SQ%Ub_d TQf wTUZdu c^e^ducQ Urd_` QdQUUWbU^du d_T_c\c_RZd_c TU^cb
TUce`e^d_ TUF^cdQ5: ^buce] U^% QdUSUaeU dU^U UA RU^TQd_9Y_c e^QUc` USU TU] Y^cb_d T_`_Tub_c_ TUA TUCd^_%RQ_ ce
YWeU^SQe^YUcQ i ce` bu]_4S_] _\ _eU UA cU^d_ Yrd_` _b_VUc_ TUA QV^_c TU\c Q^V^_c%aeU UA TUCd^_ UcdQRQ`_bu^SY_ Q TU
_c TY_cUc` '

: cd_ Uc TUSQ] Q^T_%W^eVcbTU T^SedB4i e^Q Q^YQSW^Q\QY_ QWQSW^i `BUZSY_c TU_c X_] Rduc% sc aeU Q\Q] UcdQ w^ Dub_] U SQ] Q
UcV_bj Q5 QS_~cYUcbQ%YXQ_ QV^e^QbQ w^U^UcdU bu^UcdQ_~duc^ Qrd_cQ%Ub_ Qrdc TU UrdQbU^e^QS_~cYUcbQSW^` QdSe\QbTU\Q] QdubQ%
aeU TURubQ_RcUf Qb_ c^W^YrdUbaeU Uc bQ_`^QRU ce` _`Ue^aeU TURubQ cub] eSX_] sc T^W5Y TU Uh^ buQ_ S_`SURb\Qc S_cQc TU QSeUd^_ Q\Q
fUdQT] UcdQ^SQ UHQ5d^BUQd^Q Q\Q ^QebQUj Q i \QV_bj Q TU\Q UhdU^SQ TU\Qc S_cQc U^Q S_] `bu^cw^TY^YQ i Qf_je^dT% Q_` UQSW^TU
UcdQc VQSe\QTUc #YQcu^ eUTU\Q] Qb_c\$TU\Q] UrdU TY^YQ^aeU U^UA] Urd Xe] Q^QaeU Uc Y^Y^Q] Urd] sc TU^cb TU ^eUcb `e^d_ TUF^cdQ%
] sc Qe^Q` _b_` _bW^Q\Q] UTYQTU ^eUcdQS_] `bu^cw%] sc QS_bTU S_ ^UA ec_ UY_` _bQSW^TU\Qf_] Xe] Q^Q: \U^W^QZUc TU XUSX_
] ei TUVSUrdu U^BUQSW^TU d_bj Y_c` QdQUh^ buQb\Q fUdQT` BU5cQ Q5USQ TU ^eUcdQ` _b_` YQ] Urd i cec VQSe\QTUc i _` UQSY_~uc` DQQRbQc
cU V_bj Qb_` _b_` Ue_` QdQUh^ buQbS_cQc YdubQc4i _c aeU cU Q^YQ` QdQUh^ buQbS_cQc YdubQ i Uc` YbQ%Ucd^SQcYd_T_c` bucdQT_% cU
edY Q U^e^QUc` USU TU cU^d_ W^eQT_` 9UTW^TUc_~%Q] Q_bQTU U\c%_ ^Q` buU^SQ TU e^Q WbQ^SQ^dQT TU Q] RYUUTQT i e^YUUT^Ucc
U^ce cW^YQSW^%SQcY_ Q^T_ Y^e] UcdQUc TeTQc%WQSe\QTUc i S_~ecY_~uc%W^Qc YfUcdWQSY_~uc i S_~cb fUcbQc Q5USQ TU\Qc S_cQc TU
UcdQ ^QebQUj Q Dub_ UA U^W^QZUc] eSX_] U^_c QTQ` dT_` QdQUh^ buQb\Qc S_cQc U^Q] Urd TU\Q9UTQT YS_] `bu^cRU^%BU5cQ Urd
S_] _c_~ i _c aeU cU Q^YQ` QdQUh^ buQbS_cQc YdubQ i Uc` YbQ%Ucd^SQcYd_T_c` bucdQT_% cUedY Q U^e^QUc` USU TU cU^d_ W^eQT_`
9UTW^TUc_~%Q] Q_bQTU U\c%_ ^Q` buU^SQ TU e^Q WbQ^SQ^dQT TU Q] RYUUTQT i e^YUUT^Ucc U^ce cW^YQSW^%SQcY_ Q^T_
Y^e] UcdQUc TeTQc%WQSe\QTUc i S_~ecY_~uc%W^Qc YfUcdWQSY_~uc i S_~cb fUcbQc Q5USQ TU\Qc S_cQc TU UcdQ ^QebQUj Q Dub_ UA U^W^QZUc
] eSX_] U^_c QTQ` dT_` QdQUh^ buQb\Qc S_cQc U^Q] Urd TU\Q9UTQT YS_] `bu^cRU^%BU5cQ Urd S_] _c_~ i _c aeU cU Q^YQ` Qd
Uh^ buQbS_cQc YdubQ i Uc` YbQ%Ucd^SQcYd_T_c` bucdQT_% cUedY Q U^e^QUc` USU TU cU^d_ W^eQT_` 9UTW^TUc_~%Q] Q_bQTU U\c%_ ^Q` buU^SQ TU e^Q

B_c U^S_~rdQ_ _c S_`e^Q WbQ^SQ^dQT TU T^WSe\QTUc` QdQS_`SURbS_ ^UHQ5d^T\Q ^QebQUj Q TU ^eUcdQc` _b_` YQc Q] Qc` MQ` UcdQTU
d_T_ UA` _b_ WUc_ aeU cU XQXUSX_ %W^_c` QcQT_c] `buU^du%W^UcdU d^_ TUS_ ^S_] Yrd_% UHQ^du UA SeQ ^eUcdQ] UcdQ^SQ%W^_
aeU bu^` USdQ UcdQc S_cQc%k \UfQT_ Qe^Q] Q_b` UBUSSW^TU e^Q fUj_ V^U4c^U] RQW_%Qeud TQf waeUTQ dQRQ_ ceV^U^W W^eQTQT_
`QdVebQc S_`^eVd_ UYfUcdWQSY_~uc% Uc` QSY_` QdQU` _b_ WUc_ Qx^_ cU XQXUSX_ %f^eQ^du] eSX_c cW^_ci WU^UQSY_~uc` Dub_ def_] _c
aeU ^USUcYQ cubY^Y^Q] Urd SQ` Q5Uc] UcdQ^S_c%`SURbS_ ^SQbQTQT^TU QSeUd^_ S_`^Q UcdQ5d^f UfQTQ%W BU5dQ i `UdUSd_c_RBUQ
^QebQUj Q TU\Q UeU^SQ TY^YQ% _c] _T_c TU\Q QSSW^i UA V^SY_~Q] Yrd_ TU_c` _Tubc TU\Q] UrdU TY^YQ

Mcu` eUTU_RcUf Qbc_RBU d_T_%aeU Q` UcdQTU aeU UcdQ] _c_RWQT_c QS_`SURbQV^e^Qc S_cQc U^9Y_c S_] _S_`cUSeUrd i
TU U^TYrdU TU_c TU] sc% TU QV^e^Qc S_cQc aeU` Udu^U^U^Q\Q ^QebQUj Q TY^YQ i Qf_je^dT S_] _V^e^TQ] Urd_ TU_c TU] sc%` _b_\
dQd_ Qrdc TU aeU _cb_c U^UA_bTU TU\Q ^QebQUj Q4S_] _%Q aeU S_`SURbUA S_`^S_] Yrd_ i \QcQ^dQT TU9Y_c S_] _Qrdc^W^UA
bTU^TU\Q ^QebQUj Q^Q ce W^Y^QT4Q` UBUSSW^TU ce UrdU TY Yrd_%_] _\QRQcU TU cec cQRY_c` _b_` wcd_c i TUSBU_c4\QcQ^dQT TU
ce ^QebQUj Q%

S_] _\QSQecQi \QbQj w^TU cec cQ'd_c TuduQj YQSY_~Uc' M%eY Uj RQbW_%eQ'T_ XQRiQj _c TUSQecQi UNUSd_%Q'dUSUTU^di
S_~cUSeU^du^e^TQj U^dQj TU U^TYU^du^Q TuduQj YQSYw^i TUSY^TQ%U^U^ bQj UbGubaeU UhYedU`_bcu] Y_] _%Y^TU U^TYU^du^%
TU\QcYj `Y^TQT i \QYj edQRY^TQT` UbUSdQi QRC_vedQ% \Q` bQj UbQSQecQTU dT_ S_cQc4cY^TeTQTURUcub] U^_bTUS_b_ U^
dQuc bU^ bUcU^rQSY_~Uc%aeU SeQ'T_ XQRiQj _c TUcU^bUc TU U^TYU^duc TUbQfQT_c%aeU cU QWQf Q~% cecSU^ dRiUc TU] edQSYw^
`Ub UdeQi \QceSUCw^

=QRU^T_` bUj YcQUcd_% b_SUT_ Q_Rcubf QbU^ bUQSYw^ S_ ^\Q uhsQj QSYw^ TU Qed_b` bQj Ub` \Q_] U^SY_~QT_ QSubSQ TU\Q
~USUCbQ TuduQj YQSYw^ TU\Qf_je^dT TU 9Y_c%U^dT Qc \Qc S_cQc% _b\ aeUfU Qcub] sc V^Udui] UZ_b EeU dTQ\Q V^Uj Q
Q QbU^du TUdQuc _RZSY_~Uc i UhsQj QSY_~Uc TURUcebWb TUe^QYj QW^QSYw^ aeU XQj QV^k^d^_ TU` bQj UWY_ \QTYW^TQT TU
UcdQbCy^e^Q ~USUCY^TQT] _bQ%Quc S_] _ XQbs aeU cUQYj ` _cRU XQSub SeQaeYub_dQ aeU cUj ` bU U^UWb\ aeU Uc] UZ_b i
] sc cQRY_4S_] _ cY^_ XeRYubQ QV^e^QTUc fU^dQ%Qj Uj aeY^TQT% ceZSYw^%U^dQ ~USUCY^TQT4e^Q S_cQ` _b\QaeU cU\j YQ\Q
f_je^dTQ% Q^duY^T_ RQZ_% cU] Q^duYU U^QcUfY^Te] RbU` _bQWY% SeQ% _bTUSb_ QcUj Q^duYUe^` _Tubi T_] Y^Y V^Udu
UYfU^SRUc_RbU\Q% _b\Qj _c aeU\ du^Q^b` Y^_ % aeU` _TUQ^TU Y^V^e^QcY^W^V^SQ%Qf Qbs ce fY^TQTU AY^duQc%Ucd
TURUcub dTQ\Qj UbQYj QW^QSYw^i \QYecw^ B_ Uc Y^V^e^Q TUCfU^dQ_ U^TucX_ ^bQe^cub%~USUCbQj U^du` QcQ QSeQb
TU\Qj Q^ubQ] sc UhsU^dui WYj %TU\Q` UbUSSw^ ~USUCbQ QTUce ` b` \Q^Q^bQ Uj Q: cd_QR_WQ Y^V^e^QYj ` UbUSSw^%
Y^Uby bTQT_ TU U^TU^SQ%Y^V^e^Q VQdQTU TYW^TQT% bQj UWY_ QcSU^c_ 'B_ Uc YS_] ` QdRiUS_ ^\Qc_RUbQ^duQRC_vedQi
` UbUSdQTU 9Y_c' @Qc_RUbQ^duQTU 9Y_c Uc ce SQ^ QSY^TQT i \Q Qed bTQT` QcQ XQSub\ aeU U QWQfQT4` _bU aeU cU XY_
S_~Yj U Qce f_je^dT U^U^ UZ_b Yd_ TU SYU_% U^du\ _c XQR^du^c TU\Q dU^bQ4i ^_ XQj aeU U^TUdu^VQce] Q^_% \UTWQb
oaeT XQSub_ @&c cW^eY^du^c S_cQc` U^duYUSU^Q\Qc_RUbQ^duQTU 9Y_c3QcQRUb_#'\$Ge` bUj _% ` _TubY^V^Yd_ e^Y U^bQ` _bU
aeU t\Uc SQ^ Qj TU XQSub\ aeU U^ \Qj SQ^eY S_~b \Q^eY Y^V^k^d^_ TU S_~Y^Qj Y^du TU U^cU` _Tub^eY Y^V^k^d^_ TU
ceZSYw^%U^Uj U^_b] UY^TQ^Q SeQaeYub_dQ` _du^SQ4i QcU^eY Y^V^k^d^_ RcdSe\ _ bUcd^SSw^%aeU TURU^bQcubYj ` _cRUU%
U^QRC_ved_ TYWY` QcQt\` QcQSe] `Ybce f_je^dT4i cY^ Y^V^e^QTU U^TU^SQ TUce` _TubU^ SeQaeYub_d_` _Tub^TU T_ ^TU
TURU TUbQf QcU% aeU TURWUcdQbU^ SeQaeYub ~USUCY^TQT TU4d^ VUZ_c TU Ucd %aeU U^ bUcd_ TU\Q U^U^WQ cU TUbQf QTU t\% Uc
QRC_vedQj U^du TU U^TYU^du TU t\

#'\$EeU dU^U Qed bTQT ce` bUj Q4TUduSX_ QRC_ved_ i ` UbUSd_ ` QcQ XQSub\ aeU aeU^U^eY ceZSYw^ Q Y^V^e^Q Qed bTQT ce` UbY_b%
_ SeQaeYub TUbQf QSYw^ TU\Q Qed bTQT TU SeQaeYub_d_% \Q\j YQSYw^` _b Y^V^e^Q Qed bTQT Y^TU U^TYU^du TYcdndQ% QcUQ
ce` UbY_b%W^Q_ Y^Uby b4cY^T_ t\U^ZNU TU dT_ U^T_] Y^Y% \Q V^U^du TU dTQ Qed bTQT4i dQj RY^ cY^ bUcd^SSw^` _b SeQaeYub
_R\WQSYw^% aeU Yj ` \SQ i QcUQ\Q ceZSYw^% TUbQf QSYw^% TU U^TU^SQ% \Q\j YQSYw^ QTU SeQTQ

#'\$EeU ce f_je^dT Uc ce` bUj Q%_ TUbQf QTQ%Y^TU U^TYU^du TU SeQaeYub S_cQcY^tV4cY^T_ U^SQ^TQ S_cQTUduQj YQ^TQ` _bce
` b` \QTUS^eYw^Q ^_ du^ub_dQ bU^WQ` Ub_ ce` b` \QcQR^e^bQ4ce ^_ fQ QcUcdQbceZd_ Q% bUcd^V^W^ ` _b\Qf_je^dT TU SeQaeYub
d% _d_c dUcdQj U^du c cY^T_ ` UbUSdQj U^du ceZdQ Q\Qcei Q

#'\$EeU ce cQR^e^bQ% aeU TuduQj YQce f_je^dT%Uc ce` bUj _% UbUSd_% _ TUbQf QTQ%Qed ceV^SU^du UY^TU U^TYU^du4TU
] Q^ubQaeU cU` eUTU TUSb%_] _ U^~eQc-) 3^- %o6 aeY^ ^` Y^W^S_~cUZ_ i aeY^ ^\UTY_ Ycd^eSSY_~Uc% \U U^cUwWU
SQj Y_ TU^e^SY_% \U U^cUwWS_ ^_ Sj Y^du_%] _cdwQ

t\U\SOQ] Y_ TU\QYdu\WU^SQS 8B_ XQ _dQc_RUbQrQTfYrQ`Ub_Ucd4i Ucd_Uc QTUSeQTQ] Urd_c_RUbQrQRC_jeD3^__d_ Uc
TUCUQRU4^YdQ] _S_ SeQaeYub_d_ cubX_ ^_bQRU_ VUy i %TU XU5X_%_ XQ _dQ S_ ^SURYU_ ` _cRUB: c\QW\ bQ i QWQrTUj Q TU
VQG_RUbQrQTfYrQ^aeU\Qf_je^dT TU9Y_c Ucd_ TudUj YrQTQ`_bce`b`Y YrYrQ %QcQRfTebQd_TQceV5UrdU^dTQc Qc_S_cQc4i
U^rQTQU^QRc_jeD_ Ucd_ RYU^TYWIT_ ` _bYrVrQcQRfTebQYrUbY_b% ` _bYrVrQcQRfTebQ4] UTrQdU\SeQ_cU S_ ^fUdbQ U^VQ
QRfYdQUTQT cYcUrdT_%Q TUdUj YQSW^i QSeQbcYr bQ w^rYUv_% Q\VRQ^

GYQf_je^dT TU9Y_c Ucd_ VQ] U i cUeQ] UrdYfYU^TUdUj YrQT_ U^SQrQS_cQ`_b\QcQRfTebQce`bU] Q^Urd`^SUC Uc U^SQrQS_cQ
TUdUj YrQTQ ^USUCbQ] UrdU Q\ aeUc] sc`beTUrd M^Yr TeTQ^eubQaeUe^Q TUcfUrdQ UYrTWYrQT QcubTU _dQ] Q^Urd D_baeUcYQ
f_je^dT TfrYQ^_cU TUdUj Yw^USUCbQ] UrdU Q\ aeU^Urd T_c\c SQc_c%Uc] UZbi] sc cQRY_%TURUcub_RZd %Qe^SUbU VbQT_ TU
S_ ^rYU^SQe^TUCWYrW i QcU^U^U] Yc] _VbQT_ cecSU dRU Q] Q^ Ge` _ub_ 9Yr_ cub cecSU dRU TUcub\Uf QTQ TU QaeU` QdQ\ S Q Q Q%
`_bUfYrUd YSUbU TU S_ ^rYU^SQS UrdQ^aeUcU VeuQ` _bYrVrQcQRfTebQ^YrVrQ` _dQ`_%YrVrQ^TbQT_ Ydu\WUrd aeUcUQ^eYd S_cQ^UebQ
`_cRUB^Yr TeTQ QbV] Urdbe^Qd VbQT_ TU Y` _UbUSSW^i VQ] Uj aeyrQTQ^YrYrQ] UrdTW_ TU VQ9UTrQT GYUc e^Q TUcfUrdQd` QdQ Q
f_je^dT TfrYQ Q\QaeU QcYdS^S_ ^Ucd ^USUCrQT] _bQ^Urd ^SUC VQ] sc VbU TU U\Q% SeQ^d] sc cU^U Q Q Q%Q] Q _bTWYrQT i VQ
fUrdQ M^U^S_ ^cUeU^SQ% QdQcub` UbUSSQ] Urd VbU TU VQ TUUSSW^TU VQ S] ^bU^W^% e^Y UtcQ] Urd i cUTUW S] ^UdQ] Urd cY
cUrdT_ Q\QS_ ^rYU^SQ^Yr cUrdT_% QdQ QSeQbQRC_jeD] Urd Q Q Q%eubQaeU\QW\ bQce`bU] Q GU QbV] Urd ^_] sc SeQaeYub
TU U^TU^SQ TU\Qf_je^dT TU9Y_c^aeUce cQRQf_je^dT ce`bU] Q Uc ^USUCbQ^%TU\ aeUc_cU^U e^QTU U^TU^SQ TUce cub^aeUce
UhdU^SQ Uc ^USUCbQ GYUc QW TUj QcQT_ RQZ` QdQ U GubGe`bU] _` QdQaeUce f_je^dT TUdUj YrQTQ`_b^USUCrQT] _bQ^TU] _T_ aeU
^USUCbQ] UrdU^Urd T_c\c SQc_c%U aeUubU^U] sc Qd VbQT_ cQd i VUy 4Urd ^SUC o` _baet ^_ UcdQ] RY ^QW TUj QcQT_ RQZ` QdQaeU
t\U^VQce UhdU^SQ% VQYrYrQ` UbUSSW^TUce ^QdUj Q% ce VUyTrQT YrYrQ^TUdUj YrQT_ ` _b\Q ^USUCrQT S B_ Uc] sc aeU U TUCX_ ^bTU
9Yc TUcub ^USUCbQ] Urd cQRQ^aeUcub ^USUCbQ] Urd cQd` M cY^rVrQ` TU U\c cUQ Qce TUCX_ ^bQ^Urd ^SUC ^_ Uc ^USUCbQ] Urd U
TUCX_ ^bQce QSeQbQcQrdi cQRQ] Urd M cY^_ Uc TUCX_ ^b_c_ aeUcub ^USUCbQ] Urd cQrdi cQRQ^U^U] Q _bVbQT_ ` _cRUB^_ Uc] sc aeU
VQ] UTrQ i TUCX_ ^b_cQ^USUCbQ] Urd QSeQbQcQrdi cQRQ] Urd U^U] Q _bVbQT_ ` _cRUB^_ %_ aeUcUc] Yc] _% QdXQSubUc _Urd T_c\c
SQc_c%_ aeU% _bU^SY] QTU d_TQc VQ TUj sc S_cQc%Uc] UZbi] sc cQRY` M cY^_ Uc TUCX_ ^b_c_ aeUcub ^USUCbQ] Urd cQrdi cQRQ^U^U
] Q _bVbQT_ ` _cRUB^_ Uc] sc aeU VQ] UTrQ i TUCX_ ^b_cQ^USUCbQ] Urd QSeQbQcQrdi cQRQ] Urd U^U] Q _bVbQT_ ` _cRUB^_ %_ aeUcUc]
] Yc] _% QdXQSubUc _Urd T_c\c SQc_c%_ aeU% _bU^SY] QTU d_TQc VQ TUj sc S_cQc%Uc] UZbi] sc cQRY` M cY^_ Uc TUCX_ ^b_c_ aeUcub
^USUCbQ] Urd cQrdi cQRQ^U^U] Q _bVbQT_ ` _cRUB^_ Uc] sc aeU VQ] UTrQ i TUCX_ ^b_cQ^USUCbQ] Urd QSeQbQcQrdi cQRQ] Urd U^U
] Q _bVbQT_ ` _cRUB^_ %_ aeUcUc] Yc] _% QdXQSubUc _Urd T_c\c SQc_c%_ aeU% _bU^SY] QTU d_TQc VQ TUj sc S_cQc%Uc] UZbi] sc
cQRY`

@bQ w^`_b\QaeU ^_ Uc TUCX_ ^b_c_ cub ^USUCbQ] Urd] sc cQd^Uc TU5Y% _baeU\QcQ^YrQT U^cu] Yc] _Uc e^Q S_cQ UhsUUrdu i
X_ ^_bQRU D_bQ] Yc] QbQ w^%_ Uc YrVrQ TUCX_ ^bQ cub ^USUCbQ] Urd] sc cQRY_c% ^U^SQrQS_cQ`_ % QdQ QSeQbQ] sc cQRQ] UrdU%
XQSub aeUcUc U] sc cQRY TU d_T_c4\QcQRfTebQ UcdQ] RY ^U^cu] Yc] _UhsUUrdu i X_ ^_bQRU

: \Qed b`bQ] Ub`VQ_] U^SY ^QT_ TU : ^cQ_ c_RBU\Q\VRUBQT TU\Qf_je^dT%! S' S_] _cUXQ_RcUfQT_%U^ bUcUrd aeU\Q
T_SdrQTU cubTU Q9YrYQ] _je^dT U^SQrQS_cQ TUdUj YrQTQ ^USUCbQ] UrdU`_be^Q Q` dteT ce` UbY b%_] _XQSub aeU U
9Yc RU^TY e^Q Uc` USU TU] YrYd_] ^Y_dUrdi] UTY] US ^SQ TU TUCd^4i YrYdU^aeU Ucd ^USUCrQT] _bQ i
Y` _cRYrQT Uc^U^U^U^%] Yc] _S_ ^VQ ^USUCrQT VcVbQ^ ^QdUj U Y` _cRYrQT #` 2, %2- %4i U^` ` . - % . %rSUB : \
UcaeU] QaeU TUdUj YrQ\Qf_je^dT cUj `bU i TUC TU^UW` _bU UrdYrY` YrUd i VQ S_] ^bU^W^` _b\Q Q` QdU^SQ TU VQ S_cQc%
` QdUSU\Uf Qb\Qf UTrQTUc ^QdUj Q TU fYSY i VQ fYbT` DQdQ VQ] sc ceR Y U TU VQc fYbTUC% U] sc fY TU _c fYSY_c% ^_
` QdUSU^cub SelUcY` ^Uc TU TUCd^_ i VQ ^USUCrQT^aeU Wei UTU VYj Q ^QdUj

i`rUSucQbQj UhdTU VUhYdu`S`Q%Qc S`fSe`cd`S`Qc% VQcYcQSW`QScQ TU VQc`Ulc`^Qc i S_cQc4`QdQ UcdQ Uhd`u`S`Q i cYcQSW`r`USucQbQj UhdXQSUe`Q`Q`QbSW`S_] _ QVQ] Uhd4TU UcdQc`USd Wei Ue`Q` `USU`SW`i U`Z`SY`r`USucQbQc`RbU UcdQ S_cQc3UcdZ`SY`TUduj YQ`r`USucQbQj UhdVQf`le`QT4i`_b\`d`nd`%_bUcdQ SQTU`Q`TUSQecQc`r`USucQbQc`%Qf`f`T i U`f`SY``UdUbd`ce`^Qd`bQj Q`cU S`f`Udu`U`VQc`YTUQc`^Qd`bQc`% S_cQc`r`USucQbQc`U`leWbTU VQc`QSS`Uc`_]`bQuc i V`Ruc`i M`c`r`U] RQW`%UcdU] Yc`_ Qcd`b`Uj YU`#`'` ,) % * % aeUe`cub` UbUSdQj UhdhQSY`Q`U`UW`S S`^cd`ndU] Uhd i TUcTU`leUW`_ aeU Uc`] sc S`f`U`U`Ud4` MT`SU`%` *)`+`%` , %8`^SUT`%`cU]`bU XU S`^SUTY`%aeU T`^TU aeU`U`QaeU UhdU`dQ S`^T`SW`V`c`SQce`Ub`b`Q`dUSUTU`d`TU VQc S_cQc`%Y`c QScQ TU QSeU`T` S`^U`Q`%_b\`Seq`e`e`SQ S`^dQTUS`bQ4i`%U`^`Qd`Se`Qb`%

6cuaeU%UWK^UcdUQedB%_~YUdT_UcdCQdYc`QcQcTUcdUhcUQ_ZeYdC%_XQifhEtY%YS_cQdQ^QTU`QdEIQJQ]_bQd%~cQsdCilUZk65Yc]scceRiYUciWlB_Yc_cTU\QcQcQdQTQ%QZcdSQi\QVfUfYQTQTU9Yc4it\^e^SQXQSUSeQaeUUbS_cQaeUUtTU`_bcuce]Q]UrdTYWQ%_%_bU^SYiQTUdT_Qc\QcTU]scS_cQc%W^VhQiUhsUuHdc%Ub_cwL_S_]_e^Quc`USUUTU]UTY_]USs^S_TUUTcd^4iU^~_aeUXQSUAeUUAZuj]WlRubQT_b]_bQ.TU]e^T`%aeU^_UZk65\QUhsUu^SQ]_bQ%QSubUZk65Y_XQ\lRubQTU^UcdQcS_cQc%_baeUQ5dkQ`_b^USucYTQT]_bQ%aeUUt%W^UW5d_%_]Y_]_S_~\Q^USucYTQTVc^SQ_~QdEIQ4i`_b_dQd_cwL_Q5dkQ`_be^QVQdQTQT=RRYcdSQ48_]_e^clbXUSX_TUWQ^S_]`lU^cW^QcuS_]_U^`_Tubi\QUSU^SQ%5_]_cUTZ_Qduc%`Ub_c^e^Qf_l^dT`QdQUWb%~YUdT_e^Quc`USUUTUQT]Y^cdQb_]~Y_dUrdTUUTcd^Q5dEQT_RQZceYV^USQce`lU]QiD_b\`UdYlU^aeUu^dT_QcUcdQcS_cQc%Qf_l^dTQTU9YcclUTUujYQQS_~cdQdU]UrdU]TUTUeUW`_be^QQ^dEtce`UbB%aeU^Uc`_cRUU`QdEt\Q5dEQbTU_dQ]Q^UbQMcYUcdQcS_cQc^_cQc%oaetWlBQ_QQROQ`Q`Udu^USUQ9Yc`QdQXQSubcQdQd_ZcdQ4_d]CbUaSQY`_]scS_~fU^Urd\cQd`%cRYiUhsUuHdU^SeQaeUUbYcdQSQ58_~cYlUQdT_aelU%UWK^Qc:cSbEtQc%Qd]RY^UAcUrdT_S_]x^TU\QXe]Q^YTQT%_UcQcW^~_]sc]uY]_%UcdRUUSubUhsU`SY`UcQX_~bTUSeQaeUUbclU^aeUQdQfTcTU\Q`UbU55W^]_bQ.TUce`QdEIQJQ`USucQbQ]UrdUaeUQ5dkQS_~cQRYtebQce`lU]Qi\QcQdQT4cY`_bUAS_~dQY`%ceQQROQ`Quc\Q]Q`bU^U^`lUcUrdT_Se]Urd_S_~cYdU^U^QQdEQTUceWlBQ`:\]Y_]_Qedb#D./\$ce`_~UaeUu^Q`lUcUrdU]U]_bQQ`QdUSUUAhsUuHdUSQbSduktUe^X_]RlU`beTUrdU]ReU`%aeUQ`UcQbTUaeU`eUTUuUWbU^S_~dQTU\QQ`dEtTU\QcS_cQc%~YU]RQbW`%_~XQSUA`UbceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt4i aeUW^UcdQc`TeSdQ^aeUY`YdU9YcRU^TY`McYU]RQbW_cUce`_~UaeUUtS_~dQY_S_~U9YcRU^TY`4B_Uc aeUcUceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt%SeQ`T_cU`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc%Ub_aeU^`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc4S_]_t\T5U`#'-+5%aeU^Uc`_cRUUaeU9YcQ5dUTU_dQ]Q^UbQaeUTUQ5eUfT_S_~UcdQQ`dEtY^~TUxQ`QV^QcS_~T5W^Vc^SQ_VQR_~TQTU^QcS_cQc`iG0%\ce`_~U`#',*5%QdQaeUcYe^X_]RlUUbQ`UbU5dQ]UrdcQRYiReU`%`_~TuXQSub_dQS_cQaeUUtcdQbS_~cdQdU]UrdU]c^TeTQTUdUujYQQTQ`_b\QQ`dEtTU\QcS_cQc`i`UbceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt4i aeUW^UcdQc`TeSdQ^aeUY`YdU9YcRU^TY`McYU]RQbW_cUce`_~UaeUUtS_~dQY_S_~U9YcRU^TY`4B_Uc aeUcUceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt%SeQ`T_cU`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc%Ub_aeU^`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc4S_]_t\T5U`#'-+5%aeU^Uc`_cRUUaeU9YcQ5dUTU_dQ]Q^UbQaeUTUQ5eUfT_S_~UcdQQ`dEtY^~TUxQ`QV^QcS_~T5W^Vc^SQ_VQR_~TQTU^QcS_cQc`iG0%\ce`_~U`#',*5%QdQaeUcYe^X_]RlUUbQ`UbU5dQ]UrdcQRYiReU`%`_~TuXQSub_dQS_cQaeUUtcdQbS_~cdQdU]UrdU]c^TeTQTUdUujYQQTQ`_b\QQ`dEtTU\QcS_cQc`i`UbceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt4i aeUW^UcdQc`TeSdQ^aeUY`YdU9YcRU^TY`McYU]RQbW_cUce`_~UaeUUtS_~dQY_S_~U9YcRU^TY`4B_Uc aeUcUceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt%SeQ`T_cU`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc%Ub_aeU^`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc4S_]_t\T5U`#'-+5%aeU^Uc`_cRUUaeU9YcQ5dUTU_dQ]Q^UbQaeUTUQ5eUfT_S_~UcdQQ`dEtY^~TUxQ`QV^QcS_~T5W^Vc^SQ_VQR_~TQTU^QcS_cQc`iG0%\ce`_~U`#',*5%QdQaeUcYe^X_]RlUUbQ`UbU5dQ]UrdcQRYiReU`%`_~TuXQSub_dQS_cQaeUUtcdQbS_~cdQdU]UrdU]c^TeTQTUdUujYQQTQ`_b\QQ`dEtTU\QcS_cQc`i`UbceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt4i aeUW^UcdQc`TeSdQ^aeUY`YdU9YcRU^TY`McYU]RQbW_cUce`_~UaeUUtS_~dQY_S_~U9YcRU^TY`4B_Uc aeUcUceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt%SeQ`T_cU`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc%Ub_aeU^`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc4S_]_t\T5U`#'-+5%aeU^Uc`_cRUUaeU9YcQ5dUTU_dQ]Q^UbQaeUTUQ5eUfT_S_~UcdQQ`dEtY^~TUxQ`QV^QcS_~T5W^Vc^SQ_VQR_~TQTU^QcS_cQc`iG0%\ce`_~U`#',*5%QdQaeUcYe^X_]RlUUbQ`UbU5dQ]UrdcQRYiReU`%`_~TuXQSub_dQS_cQaeUUtcdQbS_~cdQdU]UrdU]c^TeTQTUdUujYQQTQ`_b\QQ`dEtTU\QcS_cQc`i`UbceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt4i aeUW^UcdQc`TeSdQ^aeUY`YdU9YcRU^TY`McYU]RQbW_cUce`_~UaeUUtS_~dQY_S_~U9YcRU^TY`4B_Uc aeUcUceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt%SeQ`T_cU`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc%Ub_aeU^`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc4S_]_t\T5U`#'-+5%aeU^Uc`_cRUUaeU9YcQ5dUTU_dQ]Q^UbQaeUTUQ5eUfT_S_~UcdQQ`dEtY^~TUxQ`QV^QcS_~T5W^Vc^SQ_VQR_~TQTU^QcS_cQc`iG0%\ce`_~U`#',*5%QdQaeUcYe^X_]RlUUbQ`UbU5dQ]UrdcQRYiReU`%`_~TuXQSub_dQS_cQaeUUtcdQbS_~cdQdU]UrdU]c^TeTQTUdUujYQQTQ`_b\QQ`dEtTU\QcS_cQc`i`UbceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt4i aeUW^UcdQc`TeSdQ^aeUY`YdU9YcRU^TY`McYU]RQbW_cUce`_~UaeUUtS_~dQY_S_~U9YcRU^TY`4B_Uc aeUcUceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt%SeQ`T_cU`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc%Ub_aeU^`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc4S_]_t\T5U`#'-+5%aeU^Uc`_cRUUaeU9YcQ5dUTU_dQ]Q^UbQaeUTUQ5eUfT_S_~UcdQQ`dEtY^~TUxQ`QV^QcS_~T5W^Vc^SQ_VQR_~TQTU^QcS_cQc`iG0%\ce`_~U`#',*5%QdQaeUcYe^X_]RlUUbQ`UbU5dQ]UrdcQRYiReU`%`_~TuXQSub_dQS_cQaeUUtcdQbS_~cdQdU]UrdU]c^TeTQTUdUujYQQTQ`_b\QQ`dEtTU\QcS_cQc`i`UbceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt4i aeUW^UcdQc`TeSdQ^aeUY`YdU9YcRU^TY`McYU]RQbW_cUce`_~UaeUUtS_~dQY_S_~U9YcRU^TY`4B_Uc aeUcUceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt%SeQ`T_cU`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc%Ub_aeU^`eUTUuUWbU^S_~dQTU\QS_~fU^U^SQTU\QcS_cQc4S_]_t\T5U`#'-+5%aeU^Uc`_cRUUaeU9YcQ5dUTU_dQ]Q^UbQaeUTUQ5eUfT_S_~UcdQQ`dEtY^~TUxQ`QV^QcS_~T5W^Vc^SQ_VQR_~TQTU^QcS_cQc`iG0%\ce`_~U`#',*5%QdQaeUcYe^X_]RlUUbQ`UbU5dQ]UrdcQRYiReU`%`_~TuXQSub_dQS_cQaeUUtcdQbS_~cdQdU]UrdU]c^TeTQTUdUujYQQTQ`_b\QQ`dEtTU\QcS_cQc`i`UbceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt4i aeUW^UcdQc`TeSdQ^aeUY`YdU9YcRU^TY`McYU]RQbW_cUce`_~UaeUUtS_~dQY_S_~U9YcRU^TY`4B_Uc aeUcUceVUQcu]Y_]_QcUbTbWQ`_b\QQ`dEt%SeQ`T_cU`eUTUuUWbU^S_~

c\Qs_cQcUQd\aeUQcuS_~cdQs_^\QW_bQTU9Y_c% ^_dU^U^QTQU^QRc_led_aeUdU^TUQbJcdQTU U\Q4U^d^Sut ^_TURU]_c
dU^Ub] YU_TU QdRe^bQ9Y_c U^] eSXQc S_cQc%^_cUQaeU`_b\ dQ^d TURU]_c bJcdQbf Q_bQ\QW_bQTU9Y_c TU] QcYT_'

s^T^SUC

σT^SUTUFUWU^SQ: TU\Q: cSbdehQ

<r^UcY

*3H/) *3H0 , 3. / 3/ 03- 23/ 23) **32 * . *. 3, *, 3- *. 3/ ++3/ ++30

rh_T_

, 3- , 3^2 +*

Bv] U₂c

+ , 3^2

9Uedb_ ^_] Y_

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ZUSUC

23*. &H)

* GQ] eU

++*. 3** *. 3H2 ++

+GQ] eU

*+3** *+3++ , 3. + , 3.

* FU Uc

3&, *, 3*& *, 3 +*- */ */ 32&, */ 3H) +*3H) &H+

+FU Uc

) 13*+*. 3H0 +) 3*0&2 ++ ++3*. &H)

+8hu^SQ

*, 3. *, 3/ *, 3^1 , / 3H* , / 3H+ , / 3H,

: cTlQ

3&

HQRQZ

+ , 3, + , 3- - +3+

GQ] _c

+ +3* +3+ +3/ +30*) 3- *13H+ ++ ++3/ ++30 , , 3) , , 3* -) 3/ -) 3/ & -) 30 - . 3, - . 3- - . 30/ 2/ 23- / 231 / 23^2/ 23H) 0+3* 0+3^0 1*3+123, 123- 123, -&/ **)

D₂fU^{RY}c

23H

: S\Uc^Qcd^c

), 3-

zQZQ

, 3, &. / 32&* 13- 13. 13/ **3* **3/ **30 *, *- *- 3H0*. +13/ -) 31 -) 3- -*3H&/ - +3*+ -, 3*& -, 32 -, 3) -- 31 -- 3H1 -. 3H* -. 3H&. - / 3) - / 3) - 0 - 13, - 13- & - 13- - 2 - 23- &0 - 23. - 23/ - 230 - 230 - 230 - 231 - 231 - 232 - 232 - 23. .) 3. .) 3/ .) 3/ . *3- & . +3, . , . , 3*& . , 32. , 3) . , 3*) &+ . , 3* . , 3* . , 3+ . , 3Hk

. - 32. - 3) . . 3- / +3^1 / . 3,

?UUUj sQc

*3*1*3*2-3* . 3* 03*00 03+0&+2**3*& *03+ &+0 +, 3. +, 3/ +, 3*00 +, 3** +, 3*++ +, 3*- +/ 3*0 +/ 3*, +23*) +23* +23* +23*, +23*- , *31, *32, *3*1&* , *3, . &) , +3/ & . , +3- *&- - , , 31 , , 3* . , , 3* , , 3* , , 3+ &+ , , 3* . , , 3* , , 3* , 13*0, 13*1k

-- 3* -- 3* -- 3*0 .) .) 3- .) 3. . * . * 3 2 . * 3 0

: j UaeUa

, 30 - 3/ / 31 / 32) / 3*) 03* / +) 3 , +) 3 - + 3* , + 3* - + 3++ + 3*,

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132 13* - 13*, 23+**3 +**3, +&- **3 .

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13*) 13* 13*+*) 3*/ &1 TUj i fU^de^_*) 3++*) 3, - &/ * +3* 1 * +3 . */ 3* * 03. +) 3* +&/ +) 3*0&2 +) 3*, +*3 , , & + +*3 , , & + +*3 - * & , +*3 + +3*0 + +3/ + +31&) +, 3, - & 2 + 3- + 3. + 32 + 3*) + 3** + 3*++ + 3 . +/ 3 +* &+ +/ 3 * +/ 3 , +/ 3 - +03 - +03 . +03 , k

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*3 . * 30+* 30+)* 3 - * 30, * 30, +3* +3 1 23++*) 3, **3- 2&* * +3** * +3- 2& , *, 3*/ * , 3* * , 3+ * , 3*1 * , 3 , , & . *- 3*/ &+ * . 3+ / & + * 03* . * 23* - * 23*0 * 23 * * 23 - +) 3* , &1 +) 3* , &1 +) 3* / +* 3* + +* 3* / +* 3*0 + +3* + +3*1 + +3*1 +, 3 - +, 3, - & 2 + 3 -

?_X^

) +3*0 - 3, . & 1 03.) 13*1 *) 3* / *) 3*0 *) 3*1 *) 3*1 * +3 2 * +3 2 * +3) * +3) *, 3/ *- 3 * * - *. 3*) *. 3*) *. 3 * 1&* * . 3* . */ 3* & */ 3+) & + * / 3* , */ 3 + * 23* + 23*2 +* 3*1k

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F_1 Q^_c

*3*3*) *3* - 3* . * & * 3* /) * 3*1) . 3* -) . 3* 2) 13*0) 13*2 23. *) 3*2 *) 3*2 *) 3* TUj i fU^dK^k

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, 31 , 3* . , 3* /

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*3- *3- *3 . , 32&* , 3*

*,)

WY U^cUc
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 * Hm _d_
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 +32&- +3^++3^1-3^ . 31 . 31 . 32 / 3^, / 3^0 / 3^1 *) 3. & **3^, *+3^*+3^*+3^+k
 +3^+3^,
 * DUTb_
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 FUFUQdY^
 , 3^* . 31& ++3^3/

o^T^SUTU` QQRbQ: i VbQ:Uc \Qd^Qc

Qe^\RUe] UcdTx_ Qcd^UdJ
 QQT e\be] aeU
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 QQ^j QSe\QU^GUJ YUA QcSe_
 Qf e_c
 QDb^SY Q
 QWccdw^SQfYQU
 QYUdJ YQRYYc J YQU%h_dQ%eYj e\Ud^ UduSQD_ccUccY_